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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2012 to 30 June 2013 and budget for the period from 1 July 2014 to 30 June 2015

Report of the Secretary-General

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Summary

Pursuant to General Assembly resolution 59/296, the present report provides an overview of the financial and administrative aspects of the financing of United Nations peacekeeping operations. It outlines management initiatives proposed by the Department of Peacekeeping Operations and the Department of Field Support for 2014/15 and provides updated information on the implementation of the requests contained in General Assembly resolution 66/264. The report provides consolidated information on the performance of the budgets for the period from 1 July 2012 to 30 June 2013 and on the budget proposals for the period from 1 July 2014 to 30 June 2015. The report also includes sections on the status of the Peacekeeping Reserve Fund, management of contingent-owned equipment, liabilities to troop-contributing and formed police-contributing countries and death and disability compensation. Finally, the two annexes to the report provide information on the global field support strategy and the Regional Service Centre.

For the period from 1 July 2012 to 30 June 2013, total expenditure amounted to $7,287.6 million against a total approved budget of $7,375.1 million, exclusive of budgeted voluntary contributions in kind, as summarized in the table below.

Financial resource performance

(Millions of United States dollars)

	1 July 2012 to 30 June 2013		*Variance*	
Peacekeeping component	*Apportionment*	*Expenditure*	*Amount*	*Percentage*
Missions	6 975.4	6 889.3	86.1	1.2
United Nations Logistics Base	68.6	68.6	–	–
Support account for peacekeeping operations[a]	331.1	329.7	1.4	0.4
Subtotal	**7 375.1**	**7 287.6**	**87.5**	**1.2**
Voluntary contributions in kind (budgeted)	8.6	5.6	3.0	35.2
Total	**7 383.7**	**7 293.2**	**90.5**	**1.2**

[a] Includes requirements for enterprise resource planning in the amount of $37.3 million.

Financial resources for peacekeeping operations for the period from 1 July 2014 to 30 June 2015 are estimated at $7,423.1 million, exclusive of voluntary contributions in kind, summarized as follows:

Financial resources

(Millions of United States dollars)

Peacekeeping component	*1 July 2013 to 30 June 2014 (apportionment)*	*1 July 2014 to 30 June 2015 (cost estimates)*[a]	*Variance*	
			Amount	*Percentage*
Missions	7 429.3	7 024.2	(405.1)	(5.5)
United Nations Logistics Base	68.5	71.5	3.0	4.3
Support account for peacekeeping operations[b]	327.4	327.4	(0.1)	–
Subtotal	**7 825.2**	**7 423.1**	**(402.2)**	**(5.1)**
Voluntary contributions in kind (budgeted)	6.4	4.6	(1.7)	(27.3)
Total	**7 831.6**	**7 427.7**	**(403.9)**	**(5.2)**

[a] For UNMISS, based on request for commitment authority for six months.

[b] Inclusive of requirements for enterprise resource planning in the amounts of $18.7 million for 2013/14 and $20.1 million for 2014/15.

The action to be taken by the General Assembly is set out in section IX of the present report.

Abbreviations

AMISOM	African Union Mission in Somalia
BINUCA	United Nations Integrated Peacebuilding Office in the Central African Republic
BNUB	United Nations Office in Burundi
ECOWAS	Economic Community of West African States
IMIS	Integrated Management Information System
IPSAS	International Public Sector Accounting Standards
MINURCA	United Nations Mission in the Central African Republic
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MISCA	African-led International Support Mission in the Central African Republic
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
OPCW	Organization for the Prohibition of Chemical Weapons
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMAS	United Nations Mine Action Service
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia

UNMIS	United Nations Mission in the Sudan
UNMISS	United Nations Mission in South Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOAU	United Nations Office to the African Union
UNOCA	United Nations Regional Office for Central Africa
UNOCI	United Nations Operation in Côte d'Ivoire
UNOWA	United Nations Office for West Africa
UNPOS	United Nations Political Office for Somalia
UNSCO	Office of the United Nations Special Coordinator for the Middle East Peace Process
UNSCOL	Office of the United Nations Special Coordinator for Lebanon
UNSMIL	United Nations Support Mission in Libya
UNSMIS	United Nations Supervision Mission in the Syrian Arab Republic
UNSOA	United Nations Support Office for the African Union Mission in Somalia
UNSOM	United Nations Assistance Mission in Somalia
UNTSO	United Nations Truce Supervision Organization
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
WFP	World Food Programme

I. Status of peacekeeping

1. Peacekeeping remains one of the most visible, challenging and important endeavours of the United Nations. It reflects the concerted effort and commitment of Member States and the United Nations system to counter threats to international peace and security. Through uniformed personnel and specialized civilian capacities, peacekeeping operations seek to deliver security, stability and political and early peacebuilding support to help countries mitigate crises, reinforce the foundations for peace and work towards lasting recovery.

2. Some 117,000 personnel are currently serving in 15 peacekeeping operations and one political mission led by the Department of Peacekeeping Operations. Despite a prevailing climate of financial austerity, the demand for United Nations peacekeeping operations continued to grow in 2013. By its resolution 2100 (2013), the Security Council authorized the establishment of MINUSMA in Mali. In resolution 2098 (2013), the Council authorized the establishment of a Force Intervention Brigade to strengthen MONUSCO. In the case of the Central African Republic, the Council, in resolution 2121 (2013), directed the Secretary-General to explore, in cooperation with the African Union and the Economic Community of Central African States, the possible transformation of MISCA into a United Nations peacekeeping operation. Furthermore, the United Nations and the African Union conducted a joint mission in Somalia to review AMISOM and set benchmarks for the deployment of United Nations peacekeeping troops. These new chapters demonstrate the continued evolution of United Nations peacekeeping and the critical, flexible role it plays in the international community's response to emerging challenges to international peace and security.

3. United Nations peacekeepers operate in increasingly complex and volatile environments. Key challenges include dealing with hardened and more sophisticated "spoilers", preventing attacks against civilians and peacekeeping troops, mounting operations in remote areas with only limited infrastructure and addressing threats such as organized crime. To fulfil mandated tasks, missions will continue to rely on critical force enablers and multipliers, such as field hospitals, engineers and helicopters. In a similar vein, it will be crucial to adapt to new technologies, unmanned aerial systems being the most prominent example. Innovative and rapid measures will also be needed to respond to transnational crime and natural disasters. In all of these endeavours, the Organization will strive for improved performance and cost-effectiveness and engage with Member States and other partners to generate the political will necessary for moving forward.

4. In Mali, the conduct of presidential and legislative elections in 2013 constituted an important step forward on the road to peace and stability. The security situation, however, has remained volatile with continued asymmetric attacks, clashes between the Malian army and armed groups and incidents of intercommunal violence. In 2014/15, MINUSMA will continue to assist the Government in tackling the root causes of the crisis. Priority areas will include the re-establishment and extension of State authority, especially in the north, stabilization of the security situation, support for inclusive dialogue and reconciliation, human rights protection and security sector reform. Depending on the outcome of the political process, a critical component of the mission's work will be the management and support of a cantonment and disarmament, demobilization and reintegration programme for armed groups. This will be complemented by efforts of UNMAS, the Government of

Mali and troop-contributing countries to address threats stemming from explosive remnants of war, landmines and improvised explosive devices. It is also expected that, in time and with the mission's support on security sector reform, the increasing capacity and deployment of the Malian security and defence forces in northern Mali will encourage the return of refugees and displaced persons. The coming months will see the build-up of the Mission's military capabilities and its concomitant extension of operations.

5. In the Democratic Republic of the Congo, MONUSCO will continue its reconfiguration in line with Security Council resolution 2098 (2013) and the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region. The mission's substantive activities will focus on protecting civilians, stabilizing conflict-affected areas and supporting institution-building. MONUSCO will proceed with transferring some of its tasks to the United Nations country team, including in the areas of capacity-building, elections and demining support. In the discharge of its duties, the Mission will continue to support the Government in addressing the crisis in the Kivus, including through the use of the Force Intervention Brigade and other peacekeeping units as well as unarmed unmanned aerial systems. Threats against civilians by armed groups will likely persist, as will the dire human rights and humanitarian situation. Lasting results in security and justice sector reform will require the commitment and support of the Government of the Democratic Republic of the Congo, donors and MONUSCO. While initial progress has been made in strengthening State institutions, they are expected to remain fragile and dependent on significant support, notably at the local level and in areas affected by conflict. Meanwhile, the return of State authority and the rule of law in conflict areas will remain an important priority for MONUSCO.

6. The Central African Republic remains ensnared in a deep political and socioeconomic crisis, with a total breakdown of law and order across the country and significant protection concerns. Since the coup d'état by Séléka rebels in March 2013, the security, human rights and humanitarian situation has deteriorated dramatically. Large-scale intercommunal and sectarian violence has erupted in the capital and beyond. Further to resolution 2121 (2013), the Secretary-General has proposed options for international support to the African-led international support mission, MISCA, commensurate with the complexity of the situation and the protection needs of the population; the options include the possibility of transforming MISCA into a United Nations peacekeeping operation. Following the adoption of resolution 2127 (2013), the Secretariat has provided technical and expert advice to MISCA and begun planning for the possible transformation. Finally, to enhance the safety and security of United Nations personnel and premises, the Security Council has approved the establishment of a Guard Unit composed of United Nations peacekeeping troops.

7. Three years after gaining independence, South Sudan stands at a crossroads. Some progress had been achieved in 2013, including with regard to the implementation of the September 2012 cooperation agreements with the Sudan. However, a violent rupture in mid-December between forces loyal to President Salva Kiir and supporters of former Vice-President Riek Machar has plunged South Sudan into a deep crisis marked by ethnic undertones. At the time of reporting, fighting between pro- and anti-Government forces has spread to four of the country's 10 States. Serious human rights violations have occurred and the number of internally displaced persons has increased significantly. In responding to the

unfolding crisis, UNMISS has realigned its priorities and footprint, with a strong focus on protecting civilians, facilitating humanitarian assistance and monitoring human rights. A temporary surge of the UNMISS military and police components was authorized by Security Council resolution 2132 (2013). While the full impact of the current crisis has yet to be determined, the mission's priorities and posture will have to be carefully reviewed in the light of the prevailing political and security situation. With respect to the repeated violations of the status-of-forces agreement and incidents against United Nations staff and personnel, the United Nations system continues to call upon the Government of South Sudan and all other parties to the conflict to take steps to prevent any recurrences and bring perpetrators to account.

8. In accordance with Security Council resolution 2104 (2013), the troop strength of UNISFA has been increased to the current authorized strength of 5,326 troops. The operating conditions for UNISFA will remain difficult to predict and contingent upon the resolution of outstanding issues between the Sudan and South Sudan. The Abyei Area Administration, Abyei Area Council and Abyei Police Service have yet to be established. The referendum on the final status of Abyei, proposed for October 2013 by the African Union High-level Implementation Panel, also did not take place, owing, in part, to the parties' deadlock over voter eligibility and the composition of the referendum commission. From 27 to 29 October 2013, the Ngok Dinka organized an unofficial, community-based referendum, in which 99.99 per cent of the participating voters opted for Abyei to become part of South Sudan, according to the Ngok Dinka leadership. While the Government of South Sudan has refrained from publicly commenting on the matter, the Government of the Sudan and the Misseriya community refused to accept the outcome of the unilateral referendum. As regards the Joint Border Verification and Monitoring Mechanism, over 30 aerial patrols and missions were carried out before the suspension of South Sudan's participation in the mechanism in December 2013. The exact delineation of the centreline of the Safe Demilitarized Border Zone, however, remained contested, with the Governments of the Sudan and South Sudan unable to reach an agreement thus far.

9. In the Sudan, progress towards the achievement of a comprehensive and sustainable solution to the Darfur conflict has largely been absent. Military clashes between the Government and non-signatory movements continue while tribal conflicts, militia activities, banditry and criminal acts add to growing insecurity. Access by UNAMID and humanitarian actors to areas most affected by conflict remains restricted. UNAMID, nevertheless, seeks to project a robust posture and implement its mandate despite wide-ranging restrictions on movement. In this context, the readiness and self-sustainment capabilities of military contingents are of vital importance. At the same time, the safety and security of UNAMID personnel is a major concern, with cases of abductions and ambushes continuing to affect United Nations personnel. Sixteen peacekeepers have been killed in six such incidents in 2013. In 2014/15, the mission's efforts will continue to focus on protecting civilians; facilitating unhindered access for humanitarian assistance; promoting human rights; and strengthening governance and the rule of law in Darfur. Other priorities include facilitating the implementation of the African Union and United Nations framework for the Darfur peace process as well as the work of the United Nations country team on recovery and reconstruction. The Joint Special Representative and Joint Chief Mediator, in conducting mediation and reconciliation efforts, will continue to closely coordinate with other relevant peace efforts,

including those of the African Union and the Special Envoy of the Secretary-General for the Sudan and South Sudan. In line with Security Council resolution 2113 (2013), by February 2014, the Secretariat will, in close consultation with the African Union and other partners, conduct a detailed and forward-looking review of the progress made by UNAMID towards achieving its mandate and present options and recommendations for improving the mission's effectiveness to the Security Council.

10. In West Africa, several countries are facing significant cross-border threats, including illegal trafficking of drugs, people and weapons. These threats risk undermining hard-won gains, not least those achieved by United Nations peacekeeping over the past decades. Recognizing that a subregional approach is key to securing the investments made in Côte d'Ivoire, Liberia, Sierra Leone and Mali, the Mano River Union, with support from UNOWA and the peacekeeping and special political missions in the region, has developed a transnational security strategy. Endorsed by ECOWAS, the strategy will require the support of the United Nations and donors for security sector reform, disarmament, demobilization and reintegration and other activities.

11. UNMIL and UNOCI will continue to implement their respective mandates by adapting their profiles to the security environments in Liberia and Côte d'Ivoire. In accordance with Security Council resolution 2112 (2013), UNOCI will support political dialogue and reconciliation, protection of civilians and stabilization, security sector reform and disarmament, demobilization and reintegration, among other key priorities. The mission will also reduce its military component to 7,137 personnel by June 2014 and reconfigure it, concentrating resources in locations deemed high-risk or sensitive. In addition to gradually handing over security responsibilities to the Government, UNOCI will conduct an analysis of its comparative advantages vis-à-vis the United Nations country team and refine strategic benchmarks that measure progress towards long-term stability in Côte d'Ivoire in preparation for transition planning. The mission will also work to improve the political and security environment, particularly as the country heads towards elections in 2015.

12. In Liberia, UNMIL will continue to support the political process, constitutional reform and peace consolidation, including through the strengthening of security institutions, while continuing its military drawdown to a residual force of 3,750 personnel by July 2015, subject to and consistent with conditions in its area of operations. In view of the still-limited capacity of national authorities to ensure security and stability throughout the country, it will be necessary to keep the situation under regular review, especially as the military drawdown is implemented. During the ongoing reconfiguration, UNMIL will continue to assist the Government of Liberia in building national institutions with a view to enabling them to maintain stability independently of the mission. It will further proceed with the transition process of progressively handing over security responsibilities to national authorities. As the Secretary-General has indicated in his recent report, the Secretariat is developing contingency options for emergency security support for UNMIL once it reaches its residual strength, including, in the context of inter-mission cooperation, options for establishing a regional quick reaction force within UNOCI to provide support, as needed, to UNMIL and to respond to other crises in the subregion.

13. In Haiti, MINUSTAH remains committed to working with the Government to ensure a stable environment and constructive political dialogue. Continued political polarization could lead to further delays in the holding of long overdue elections. Key humanitarian priorities remain cholera, food insecurity and vulnerability to natural disasters. Following the expected extension of the mission's mandate to 15 October 2014, MINUSTAH will consolidate and reduce its military uniformed strength by 15 per cent in line with the planned continued reduction of the mission's footprint between 2012 and 2016. The substantive areas of the mission's work are also under review; more emphasis will be put on support to the Government's cholera response in line with the core objectives of the consolidation plan.

14. The situation in the Syrian Arab Republic will remain a cause of instability across the Middle East and impact peacekeeping missions in the region. Clashes between the Syrian Arab armed forces and armed members of the opposition affect operations of UNDOF and Observer Group Golan, posing significant risks to the safety and security of United Nations personnel on the ground. Against this backdrop, the commitment of countries contributing troops to UNDOF and UNTSO will remain a key factor in maintaining a credible presence on the Golan. The Department of Peacekeeping Operations has enhanced the self-defence capabilities of UNDOF and increased the Mission's force strength, within the parameters set forth in the Protocol to the 1974 Disengagement Agreement. The unfolding tragedy in the Syrian Arab Republic has caused instability throughout the Middle East region, leading to the endorsement by the Security Council of a joint mission of the United Nations and OPCW aimed at ridding the Syrian Arab Republic of its chemical weapons.

15. In southern Lebanon, UNIFIL will continue to engage the parties through the established liaison and coordination arrangements so as to prevent a resumption of hostilities. The mission has taken numerous measures aimed at avoiding and mitigating any potential incident or rise in tensions across the Blue Line, including incidents that could be prompted by regional developments. Although the situation in the Syrian Arab Republic and tensions in Lebanon have not had a direct effect on UNIFIL so far, additional demands have been placed on the Lebanese Armed Forces. As a result, some Lebanese Armed Forces troops have been temporarily redeployed from the UNIFIL area of operations to elsewhere in Lebanon, including just north of the Litani River. The current total strength of the Lebanese Armed Forces in the UNIFIL area of operations remains at approximately two brigades. Consistent with past practice, should the situation deteriorate, the expectation is that the Lebanese Armed Forces would return units to the UNIFIL area of operations.

16. In Cyprus, the expected resumption of the settlement talks may open a critical phase in negotiations. In addition to its substantive and administrative support to the negotiations process, UNFICYP will continue to help maintain stability in the buffer zone and facilitate contacts and confidence-building measures between the two sides. As requested by the Security Council, UNFICYP will also remain engaged in contingency planning to ensure preparedness and to support the implementation of a possible agreement.

17. The European Union-facilitated dialogue between Belgrade and Pristina and implementation of key agreements will require the continued engagement of international actors, including UNMIK, the European Union, the Organization for Security and Cooperation in Europe and the North Atlantic Treaty Organization. The

2014/15 period will be important in advancing the full implementation of the landmark "First agreement on principles governing the normalization of relations" of 19 April 2013. This progress will be crucial for the broader normalization process between Belgrade and Pristina and their respective European Union integration processes. UNMIK will adapt its role to the evolving conditions on the ground. In line with its mandate, the mission will continue to identify and reduce potential sources of tension, and sustain the political progress achieved in the European Union-led dialogue as well as broader reconciliation efforts between communities.

18. In Somalia, the security situation will continue to present a threat to peace and stability in the country and beyond. Despite progress made in 2013, the ongoing challenges to the peace process risk hampering efforts to strengthen the fledgling Somali national security forces and open the door for the revival of inter-clan conflict and the resurgence of Al-Shabaab. In this context, drawing from the recommendations of a joint African Union-United Nations mission, the Security Council, by resolution 2124 (2013) increased the troop strength of AMISOM by 4,395 troops. The Council further requested UNSOA to provide targeted non-lethal logistical support to front-line units of the Somalia National Army engaged in joint operations with AMISOM, to be funded through a United Nations trust fund. In addition to requesting the Secretariat to enhance its support to the African Union Commission for the planning, deployment and management of AMISOM military and police, the Council called for a comprehensive approach linking military operations with the deployment of political and governance initiatives and the speedy implementation of basic stabilization efforts in areas regained from Al-Shabaab. In addition, the Council took note of the Secretary-General's intention to deploy a United Nations static guard unit to strengthen security at UNSOM compounds. On the revised benchmarks for the deployment of a United Nations peacekeeping operation, the Council requested progress against them to be kept under continuous review.

19. With these challenges and potential engagement in the Central African Republic, the Syrian Arab Republic, Somalia and elsewhere, the Departments of Peacekeeping Operations and Field Support will seek to enhance their operational effectiveness and responsible stewardship. The 2014/15 financial period will thus be marked by an intensification of efforts to accelerate the implementation of mandates; to consolidate operations following major adjustments authorized by the Security Council; to manage emerging crises through strategic engagement and contingency planning; and to improve the performance as well as the efficiency of current missions.

20. Table 1 provides an overview of trends in peacekeeping operations for the financial periods from 2008/09 to 2014/15.

Table 1

Overview of financial and human resources for peacekeeping operations, 2008/09 to 2014/15

	2008/09	*2009/10*	*2010/11*	*2011/12*	*2012/13*	*2013/14*	*2014/15*
	Actual					*Approved*	*Projected*[a]
Number of ongoing missions[b]	18	17	16	16	16	15	15
Financial resources (gross)							
Peacekeeping missions and UNSOA	6 781.8	7 200.2	7 175.8	7 152.9	6 889.3	7 429.3	7 024.2
UNLB	44.3	57.9	68.1	64.3	68.6	68.5	71.5
Support account (includes enterprise resource planning project)	272.0	318.5	341.4	344.8	329.7	327.4	327.4
Subtotal, UNLB and support account	**316.3**	**376.4**	**409.5**	**409.1**	**398.3**	**395.9**	**398.9**
Total	**7 098.1**	**7 576.6**	**7 585.3**	**7 562.0**	**7 287.6**	**7 825.2**	**7 423.1**
	2008/09	*2009/10*	*2010/11*	*2011/12*	*2012/13*	*2013/14*	*2014/15 (projected)*[a]
Number of personnel approved							
United Nations uniformed personnel[c]	117 020	113 613	111 537	112 554	110 098	113 326	115 504
AMISOM uniformed personnel[d]	8 270	8 270	8 270	12 270	17 731	22 276	22 276
Civilian personnel in missions[e]	28 665	26 927	26 391	24 291	23 694	22 800	21 875
Civilian personnel to support missions[f]	1 677	1 759	1 919	1 859	1 852	1 855	1 867

[a] For UNMISS, based on request for commitment authority for six months.

[b] Including UNMOGIP and UNTSO; excluding UNSOA.

[c] Highest level of personnel authorized by the Security Council; includes UNMOGIP and UNTSO.

[d] Highest level of personnel authorized.

[e] Excludes UNLB and the support account but includes UNTSO, UNMOGIP and UNSOA.

[f] Posts funded from the support account and UNLB.

II. Budget process, presentation and financial management

21. The Secretariat continues to seek enhancements to the budget development framework in order to improve the support provided to the General Assembly in its consideration of peacekeeping operation budgets. The Departments of Peacekeeping Operations and Field Support, working in coordination with the Office of Programme Planning, Budget and Accounts of the Department of Management, have made improvements to the budget development process for current and future budgets.

22. In continuation of a process initiated three years ago, the front end of the budget development process is characterized by the identification of major resourcing priorities. This identification process is undertaken by the Under-Secretaries-General for Peacekeeping Operations and Field Support in a strategic review process which has been enhanced by the participation of the Controller. Strategic goal setting prior to the development of detailed mission budget proposals allows for a more targeted budget process and shapes the overall financial outline for peacekeeping operations. This initial dialogue, which includes the senior leadership of each mission, ensures that the process of goal setting and

resource allocation takes into account the top-line objectives from the outset of budget design.

23. Tools have also been introduced to facilitate resource allocation for field missions. These tools include scorecards for each peacekeeping operation that identify key financial indicators across comparable operations and evaluate the relative efficiencies of key mission resources. Extensive use of staff-to-asset ratio data allows further insight into key trends across the peacekeeping operations.

24. To address concerns about duplicative budget review processes, practitioners from the Departments of Peacekeeping Operations and Field Support and the Office of Programme Planning, Budget and Accounts together reviewed the current budget procedure with a view to improving the internal processes at Headquarters. The study resulted in several initiatives that have now been put in place. Instructions on budget formulation are limited to a single set of instructions issued by the Office of the Controller, which distributes the costing sheets and budget formulation spreadsheets to be used for the formulation of estimates. This single comprehensive instruction increases accountability for the submission of documents and provides clear guidance on the submission requirements.

25. In addition, in order to facilitate the preparation and review, both in the field and at Headquarters, of the proposed budgets, and in order to improve the accuracy of the cost estimates, the resource requirement submission forms included in the annual Controller's instructions for the preparation of the budgets, in particular the costing sheets, have been reviewed and streamlined by removing information found over the years to be of no value for the analysis of resources requirements. Some costing sheets have been improved by adding exchange rate cells where relevant, substandard factors for contingent-owned/self-sustainment equipment requirements, or changing the structure of the form. Further detailed guidance has also been included in the costing sheets wherever needed.

26. The heads of missions were asked to submit the 2014/15 budget proposals to the Under-Secretaries-General for Peacekeeping Operations and Field Support and the Controller at the same time. Previously, field operations submitted their proposals first to the Departments of Peacekeeping Operations and Field Support for an initial review, and then to the Office of Programme Planning, Budget and Accounts for another round of reviews.

27. In addition to this new budget submission process, the Field Budget and Finance Division of the Department of Field Support is facilitating a joint review across the Departments of Peacekeeping Operations and Field Support and the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts. At the outset of this process, the joint review is focusing on ensuring compliance with strategic objectives. This is done by informing key stakeholders across the Departments of the broad outline of the proposals and how these proposals conform to agreed strategic priorities. Following the setting of the strategic objectives, the Departments are requested to undertake a joint review upon receipt of the budget proposals. These streamlined processes are expected to promote focused reviews based on the needs of each Department, while taking into account the strategic priorities of each mission, prior to the completion of budget reports by the Office of Programme Planning, Budget and Accounts. The Office will facilitate a review and lessons-learned exercise across the Departments of Peacekeeping Operations, Field Support and Management at the end of the budget period.

28. Furthermore, in order to better reflect the cost structure of peacekeeping missions, expenditures for the self-sustainment of troops and formed police units are no longer presented under group III, operational costs, but have been moved to group I, military and police personnel. In addition, in order to provide a more transparent presentation of civilian capacity resources, the Government-provided personnel class of expenditures has been moved from group III, operational costs, to group II, civilian personnel costs.

29. Finally, for the deployment of Umoja and the implementation of IPSAS, the chart of accounts has been refined to both harmonize across all funding sources and modernize the descriptions. Umoja's coding block (the dimensions across which all financial transactions are captured and reported) is much richer than the current IMIS and Sun systems and will, therefore, provide additional capabilities for reporting that should facilitate budget formulation and financial management. The rationalization of the chart of accounts may, however, present some challenges in the initial years of implementation owing to inherent difficulties in mapping current data objects one-to-one in the new chart of accounts.

III. Strategy for operational effectiveness and responsible stewardship

30. To further enhance the performance of and support to United Nations peacekeeping, the Secretariat will continue to pursue the five strategic objectives that have guided its actions in the current financial period. It will strengthen planning for the deployment, management and transition of United Nations peacekeeping operations. It will facilitate a shared understanding between the Secretariat, Member States and other stakeholders, including regional and subregional organizations, concerning individual operations and the future direction of United Nations peacekeeping. It will pursue the objectives of increasing the efficiency and effectiveness of United Nations field operations and improving the Organization's capacity to meet ongoing strategic and operational challenges. Finally, it will deliver effective and efficient support alongside improved service delivery to all United Nations field operations and other entities.

31. Given the changing nature of conflict, now more than ever peacekeeping must adapt to better respond to threats such as extremism, transnational crime, the use of improvised explosive devices and chemical weapons. The financial 2013/14 cycle saw the establishment of MINUSMA, which has already begun to face and respond to asymmetric threats through the use of innovative assets and capabilities. As we enter the 2014/15 cycle, the potential for future peacekeeping operations in the Central African Republic, the Syrian Arab Republic or Somalia makes preparedness, particularly in terms of safety and security for United Nations personnel, a priority.

32. Another key priority for the Department of Peacekeeping Operations in the coming year will be to further explore, in collaboration with Member States and regional organizations, the establishment of standby or reserve arrangements that make available the experience, knowledge and capabilities necessary to operate effectively in high-risk environments, whether they be asymmetric threat environments, for example, in northern Mali, or theatres where the mission's robust posture requires situational awareness, such as in the eastern Democratic Republic of the Congo.

A. Strengthening the strategic and operational planning, deployment, management and transition of United Nations peacekeeping operations

33. To address the challenging conditions under which United Nations peacekeeping operations are deployed and to achieve their strategic objectives, the United Nations must continue its efforts to strengthen strategic and operational planning. Planning for the deployment and management of peacekeeping operations must be grounded in lessons learned and best practices that can be translated into actionable policy.

34. The Departments of Peacekeeping Operations and Field Support will continue to engage in proactive planning and robust risk management for the implementation of evolving mandates. Strong peacekeeping partnerships are key in this regard, whether with troop- and police-contributing countries, regional organizations or other partners. The Office for the Peacekeeping Strategic Partnership, as approved by the General Assembly in resolution 67/287, is expected to be fully operational during the 2014/15 period and to begin identifying ways to strengthen the peacekeeping partnership and helping the Departments of Peacekeeping Operations and Field Support to address systemic challenges to the effectiveness of peacekeeping operations. Efficiency will continue to be explored, including through the global field support strategy and inter-mission cooperation arrangements. At the same time, and in order to address new security challenges for peacekeepers, the Departments will focus on measures to buttress the safety and security of peacekeeping personnel and assets.

Developing and implementing integrated strategies, plans and guidance

35. The integrated operational teams within the Office of Operations will remain the primary point of integration between the Departments of Peacekeeping Operations and Field Support. They are at the forefront of providing field missions with political guidance, strategic advice and operational support on day-to-day mission-specific issues. Developing integrated strategies that take into account political and military realities, logistical constraints and capability requirements is vital for the success of peacekeeping operations. Accordingly, the integrated operational teams will continue to focus on the improved and proactive provision of such support.

36. To ensure effective responses to constantly changing scenarios and evolving operational requirements, it is critical to uphold the principle of flexibility regarding the integrated operational teams' configuration and resources, as envisaged by the General Assembly. In this regard, the Department of Peacekeeping Operations will keep the teams' resources under constant review, taking into account the Department's strategic assumptions for existing and future needs and the volatility of the political and operational environments on the ground.

37. By identifying and responding to the multifaceted requirements of peacekeeping missions, integrated operational teams remain essential in all phases of the missions' life cycle, including start-up, mandate change, other operational reconfigurations or transitions and sudden changes in the operational environment. The recent fast-moving developments in the Middle East and Northern and West Africa demonstrated once again the value of focused, well-informed integrated

teams in preparing for and addressing changes in the missions' areas of operations. The Middle East and Western Sahara team, for example, has offered rapid, effective and integrated support to missions in the region, namely UNDOF, UNIFIL and UNTSO as well as MINURSO, and conducted contingency planning for the United Nations operation in Libya (ultimately UNSMIL) and in the Syrian Arab Republic (including the swift deployment and withdrawal of UNSMIS). With its institutionalized expertise on the political and security context in West Africa, the West Africa team also provided critical support to all major aspects of engagement and planning on Mali at Headquarters and on the ground, which led to the establishment of UNOM and then MINUSMA.

38. In 2014/15, the integrated operational teams will continue to provide backstopping support. For approval by the General Assembly, the Secretary-General proposes in his report on the support account budget (A/68/742, paras. 71, 82 and 83) to establish a dedicated team to assist MINUSMA, the third largest mission in terms of authorized personnel. Meanwhile, the West Africa team will support the complex process of managing and right-sizing UNMIL and UNOCI, in addition to supporting the missions as they help Liberia and Côte d'Ivoire to prepare for their upcoming national elections. Recent progress in the eastern Democratic Republic of the Congo demonstrated the value of an integrated operational team capable of bringing together different expertise across the United Nations system and effectively supporting the largest peacekeeping mission, MONUSCO. Similarly, the collaboration between the UNAMID and UNMISS/UNISFA teams remains essential to sustaining a concerted and consistent strategy and providing guidance and support to the three field missions that address the multilayered challenges in the Sudan and South Sudan, within their respective mandates. The integrated operational teams also play a key role in delivering sustained levels of operational guidance and support to UNMOGIP, MINURSO, UNFICYP and UNMIK as these missions navigate in sensitive and fragile political environments.

39. As a means of further enhancing the planning process, the Operational Support Team in the Department of Field Support will continue to work in close coordination with the integrated operational teams and relevant partners within the Department of Political Affairs to integrate all operational support activities across Department of Field Support divisions, the Global Service Centre, the Regional Service Centre in Entebbe and mission support components of field missions. The Operational Support Team focuses primarily on the planning of and support to start-up missions and missions in transition (e.g. Mali, South Sudan, Central African Republic, Libya, the Syrian Arab Republic and Somalia). In addition, it coordinates efforts in support of forces of the African Union and regional organizations in operations where the Department of Field Support has been mandated to assist (logistics support package or trust funds). The Operational Support Team will continue to coordinate and ensure coherence between mission support in the field and the overarching strategy and oversight functions of the Department of Field Support, while ensuring that the immediate support priorities and exigencies of mission start-up, transition and drawdown are understood and met.

Improving the effectiveness of integrated planning

40. To support the integrated operational teams and field missions in planning for and implementing strategic responses in conflict and post-conflict settings, a new streamlined policy on integrated assessment and planning was issued in April 2013.

The policy superseded the guidelines on the integrated mission planning process. It defines the minimum and mandatory requirements for the conduct of assessments and planning where an integrated United Nations presence is in place or is being considered. It also recognizes that integrated planning should take place throughout the mission's cycle. Given its flexible and pragmatic approach, the policy is applicable to all types of missions.

41. In 2014/15, the Departments will focus on the roll-out and operationalization of the new policy. A series of training sessions for planners and decision-makers, including representatives of Member States and regional organizations, will promote a broad understanding of the new policy and facilitate the establishment of a community of practice in support of United Nations planning experts and other practitioners. Guidance was also completed in 2013 on the development of mission concepts. This guidance defines the overall strategy of peacekeeping missions for the implementation of Security Council mandates at critical points in a mission's life cycle to ensure strategic direction and coherence for further downstream planning.

42. To further improve our ability to identify challenges, opportunities and priorities for each mission and to adjust the missions' mandate and configuration accordingly, the Departments of Peacekeeping Operations and Field Support will undertake biennial periodic reviews. These reviews are expected to take place in advance of mandate renewal so as to inform the Secretary-General's recommendations to the Security Council, or in response to triggers warranting the reorientation of a mission, such as crises or other critical points, including start-up, surge, drawdown of uniformed personnel or withdrawal. To the extent possible, these reviews will build on regular assessment and planning mechanisms. The integrated operational teams will play a leading role in developing strategic guidance and support for the conduct of these reviews.

43. The Department of Peacekeeping Operations has also developed guidance on specific mandate areas for peacekeeping operations, including security sector reform, disarmament, demobilization and reintegration, mine action and justice and corrections. Following the publication of the first volume of the Integrated Technical Guidance Notes on Security Sector Reform, training modules are planned for 2014/15 on these notes. Additional guidance on transnational organized crime and security sector reform and monitoring and evaluation of security sector reform will be developed in 2014. It is also anticipated that UNMAS will lead the development of a departmental policy and guidelines on improvised explosive devices. An overarching policy on United Nations police in peacekeeping operations and special political missions, developed in consultation with police agencies from over 100 countries, regional and international organizations, has been validated by leading police practitioners and experts. During 2014/15, the Police Division of the Department of Peacekeeping Operations will develop subsidiary guidance on specific topics within the areas of operations, administration, capacity-building and command, together with the associated training modules.

44. Meanwhile, also in 2014/15, the Department of Peacekeeping Operations will roll out comprehensive guidance on new approaches to disarmament, demobilization and reintegration, intended to respond to the most recent developments in the peacekeeping environment, and will develop mission-specific standard operating procedures based on the comprehensive guidance. Guidance materials for field judicial affairs and corrections officers, including the handbook for judicial affairs

officers in United Nations peacekeeping operations and the prison incident management handbook, were finalized in 2013. UNMAS will continue to promote integrated approaches and implementation of the International Ammunition Technical Guidelines (see un.org/disarmament/convarms/Ammunition/IATG) in the securing of weapons and ammunition storage facilities and managing of stockpiles, as has been the case in UNOCI, MONUSCO and UNMISS.

45. As a number of peacekeeping missions are planning for or undergoing drawdown, reconfiguration or withdrawal processes, mission transitions will continue to receive significant attention. The Departments of Peacekeeping Operations and Field Support have adopted a three-pronged approach to supporting peacekeeping missions undergoing or planning for transitions: first, facilitating the learning of lessons across missions and providing tailored best-practice support; second, contributing to policy development in collaboration with various partners across the United Nations family; and third, engaging in dialogue with Member States on the challenges and experiences encountered in peacekeeping transitions. A major milestone from this work has been the development of the policy on United Nations transitions in the context of mission drawdown and withdrawal, endorsed by the Secretary-General in February 2013. Going forward, efforts will be focused on the roll-out of the policy to ensure its full implementation. This involves targeted support to missions to translate the policy into their specific context. It will also involve further lessons-learned and best-practices support in select operational areas.

46. As a shared resource of the Departments of Peacekeeping Operations and Field Support, the Public Affairs Section, in collaboration with the Peace and Security Section of the Department of Public Information, is working with mission public information components to improve the planning of all communications programmes, products and activities to ensure effective and efficient use of resources and maximum impact in communicating with defined target audiences in host countries. This has included advice on the structuring of public information components for strengthened oversight of programmes, and collaboration in finalizing products and programmes in print, video, radio and digital platforms to ensure streamlined and targeted services. The Public Affairs Section developed and launched new policy guidance to all public information components on the use of digital and social media and on how to integrate traditional media platforms with digital media. In 2012/13, public information components in five missions were trained, with training continuing through 2014/15. The Public Affairs Section and the Peace and Security Section of the Department of Public Information have established and co-chaired a working group on United Nations radio stations in peacekeeping missions, to support planning and implementation of major communications initiatives through the various phases of a mission's life cycle.

Identifying capability gaps and supporting capability development

47. Identifying and generating military and police capabilities is a key component of successful mandate implementation. It requires a collective effort by missions, Member States and the Secretariat. The latter must set out capability requirements for current missions as well as identify future trends. The military components of our missions often face shortfalls in force enablers, including transport helicopters, military helicopters and helicopters with medical evacuation and casualty evacuation capability. Armoured personnel carriers, night vision equipment and night flying capabilities for helicopters, as well as appropriate command and control

for information operations and forward deployments, are also critical needs. Female police officers and female formed police units remain in short supply. So too, is language capacity, especially in French- and Arabic-speaking countries. In addition, United Nations police and military personnel require proper predeployment training, appropriate, up-to-date equipment and an improved capacity to deploy rapidly. Modern technology holds much promise to improve mandate delivery and the safety and security of United Nations personnel and assets. Unmanned aerial systems, for example, can improve surveillance and situational awareness and enhance information gathering, threat analysis and force protection, particularly in high-risk areas. Similarly, a counter-improvised explosive device capability can ensure both the safety and freedom of movement of mission personnel.

48. In order to remain abreast of evolving capability requirements, the Office of Military Affairs of the Department of Peacekeeping Operations has introduced a new methodology that builds on information coming directly from field missions. The feedback received from missions is entered into a database for the Department of Peacekeeping Operations to analyse the data and compile a consolidated list. This list serves as an important tool for identifying missing military capabilities and potential providers, including individual Member States, regional organizations and private contractors.

49. Furthermore, the Department of Peacekeeping Operations has, over the past financial cycle, rolled out a web-based application for the United Nations Standby Arrangements System. The Standby Arrangements System provides an overview of pledges by Member States to better inform the Department's planning efforts. Its website — UN Force Link — allows Member States to input data online and access training guidance as well as planning documents for troop deployment. Five training sessions were conducted between March and May 2013 to bolster awareness of and outreach on the Standby Arrangements System. So far, 91 of the 193 Member States have become members of the Standby Arrangements System.

50. In the area of policing, current challenges include determining how the United Nations can deliver better and more efficiently on policing mandates despite scarce global resources. A number of police-specific challenges can be addressed by ensuring that all United Nations police personnel have the requisite skills, equipment and training to fulfil the requirements of present tasks. The Police Division of the Department of Peacekeeping Operations continues to increase its efforts to enhance the capability and training of formed police units, as well as identify capable police experts, including female and French-speaking officers, skilled thematic experts, specialists in key capacity-building areas and senior police leadership for the missions' police components.

Improving inter-mission cooperation

51. The past year has provided stark testimony to the diversity of mandates that characterize United Nations peacekeeping. Troops, police and civilian personnel are being deployed in situations where time is truly of the essence. The interval between the approval of a Security Council mandate and the establishment of the mission is increasingly seen as having strategic importance. Delays in establishing a field presence can have a negative effect on the Mission's ability to successfully implement its mandate.

52. Inter-mission cooperation is a means of maximizing the utility of existing assets and resources of missions deployed in nearby countries. It is, by definition, a flexible tool and a temporary measure to fill immediate gaps. Over the past year, this approach has proven its benefits for UNOCI and UNMIL, which engage in inter-mission cooperation on a regular basis, including through the shared use of scarce military helicopters and other air assets. In the case of Mali, UNOCI provided administrative support to MINUSMA, while UNMIL assisted through the provision of air assets information and communications technology. Both UNOCI and UNMIL deployed personnel on a temporary basis to support the start-up of MINUSMA. In responding to the unfolding crisis in South Sudan, the Security Council swiftly endorsed the Secretary-General's proposal to strengthen the capabilities of UNMISS, mainly through inter-mission cooperation. This was the first trial for the United Nations in using inter-mission cooperation to meet large-scale, immediate surge requirements for infantry battalions, formed police units and air assets. The initial phase of the implementation reconfirmed the usefulness and merit of inter-mission cooperation as a means to rapidly fill critical gaps on a temporary basis.

53. Taking into account the recent experience in South Sudan, the Departments of Peacekeeping Operations and Field Support will continue to seek every appropriate opportunity to encourage inter-mission cooperation, focusing on filling critical and immediate gaps in the missions as well as creating efficiency gains in mission support areas. At the same time, and as indicated in the previous report of the Secretary-General (A/67/723), inter-mission cooperation is generally a short-term, stop-gap measure that should not be used to address long-term gaps and needs. Careful coordination with "donor" missions is essential to ensure that the redeployment of uniformed personnel and other capacities does not undermine the implementation of their respective mandates.

54. More broadly, there is growing recognition of the importance of substantive collaboration between United Nations peacekeeping operations, other United Nations entities on the ground and regional actors. With UNOWA, the International Criminal Police Organization and the United Nations Office on Drugs and Crime, for example, the Department of Peacekeeping Operations is implementing the West African Coast Initiative in support of the ECOWAS regional action plan against drug trafficking and transnational organized crime. In this context, the primary activity for the Departments of Peacekeeping Operations and Field Support in 2014/15 will be the establishment or strengthening of specialized, inter-agency transnational crime units in five pilot countries — Côte d'Ivoire, Guinea, Guinea-Bissau, Liberia and Sierra Leone — through training and mentoring of host-State capacities. Looking further ahead, the Departments may also be called upon to provide technical, operational and capacity-building assistance to Member States elsewhere as the implementation of the West African Coast Initiative expands to the entire ECOWAS region and as the United Nations Integrated Peacebuilding Office in Sierra Leone draws down. The Police Division, in close consultation with host States and other Member States, is exploring ways to capitalize on past experience in countering serious and organized crime, where the mandate allows.

55. The support provided to ECOWAS and the Mano River Union by UNOWA, UNOCI, UNMIL, the United Nations Integrated Peacebuilding Office in Sierra Leone and Mano River Union member States for the development of a comprehensive strategy for security in the Mano River Union provides yet another

example of the benefits of close collaboration. The draft strategy, adopted at ministerial level on 21 October in Conakry, was endorsed by the Mano River Union heads of State and Government on 25 October, in the margins of the extraordinary ECOWAS summit in Dakar.

56. In the Sudan and South Sudan, UNAMID, UNMISS and UNISFA, as well as UNOAU and the Special Envoy of the Secretary-General for the Sudan and South Sudan, regularly exchange information, including at the level of Special Representative and Special Envoy, to address in a coordinated manner the complex and interlinked challenges in the two countries. In the Middle East, UNDOF and UNIFIL, together with UNTSO and UNFICYP, participate in regional heads of mission conferences and other inter-mission meetings at various levels. The Departments of Peacekeeping Operations and Field Support will enhance efforts to promote a regional approach involving not only United Nations presences in the area, but also host Governments and regional actors, as appropriate, to coordinate different but important efforts by various actors.

Strengthening partnerships

57. Partnership is fundamental to the credibility, legitimacy and effectiveness of peacekeeping. It involves all actors: not only contributing countries, the Security Council and the Secretariat, but also other stakeholders, such as regional and subregional organizations. It also requires the support of host-country authorities and effective communication and coordination with key national partners.

58. Strengthening partnerships involves continued efforts to enhance information exchange and consultations on strategic and operational issues, in particular to promote cohesiveness and ownership among the various peacekeeping stakeholders. Similarly, strengthening partnerships based on complementarity, shared responsibility and comparative advantages between the United Nations and regional and subregional organizations remains key. Maintaining substantive interaction on peacekeeping matters with non-governmental organizations, think tanks and academic institutions is also important.

59. In 2014/15, the Departments of Peacekeeping Operations and Field Support, in coordination with UNOAU, will continue to work closely and further strengthen relations with the African Union and African subregional organizations to enhance strategic and operational partnerships, which are of paramount importance given the critical role that the African Union and subregional organizations play in addressing peace and security on the continent. Building upon established frameworks and mechanisms of cooperation, the Departments will ensure closer interaction towards more cohesive strategies as well as innovative approaches for prevention and responses to crises in Africa.

60. The Departments of Peacekeeping Operations and Field Support will continue to support the African Union's efforts to accelerate the operationalization of the African Standby Force, including the African Capacity for Immediate Response to Crises, through assistance for the finalization of the third road map for the African Standby Force, including its plan of action, which builds on lessons learned from the first and second road maps, as well as outputs from the Amani Africa exercise. Together with UNOAU, the Departments have supported the launch, pre-training and conduct of the African Union training exercise for police and civilian personnel of the African Standby Force, "Exercise Njiwa", through training and mentorship

support in strategic and operational planning. The exercise was aimed at building the police and civilian capacities of the African Standby Force, as well as to enhance its multidimensional character, as part of the efforts to attain full operational capability by 2015. The Departments continue to assist and support the capacity development of the African Union and its regional economic mechanisms in the operationalization of the policing element of its Standby Force.

61. The Departments will also continue to support capacity development in a number of other cross-cutting areas, such as policing and law enforcement, explosives and ammunition management, the protection of civilians and rule of law, particularly security sector reform and disarmament, demobilization and reintegration. Through its strategic partnership with the African Union on security sector reform, the Department of Peacekeeping Operations has assisted the African Union Commission in the elaboration of its recently adopted policy framework on security sector reform. In addition to the finalization of operational guidance and the implementation of joint African Union-European Union-United Nations assessment missions, security sector reform cooperation with the Commission will focus on supporting dialogue with regional economic commissions to streamline security sector reform, particularly within their peace support operations. Similarly, the African Union disarmament, demobilization and reintegration capacity programme was launched in January 2013. Its aim is to increase the capacity of the African Union, African regional economic communities and regional mechanisms for conflict prevention, management and resolution to respond to disarmament, demobilization and reintegration requests from member States. The Department of Peacekeeping Operations, in cooperation with UNOAU and the World Bank, is supporting the African Union in the implementation of this programme.

62. The United Nations will work with the European Union to ensure close cooperation and maximize synergies and complementarities across the full spectrum of political, military, security and development tools employed by both organizations in peacekeeping theatres around the world. In light of the growing number of European Union operations deployed in parallel to United Nations operations, such as in Mali, the Departments of Peacekeeping Operations and Field Support will continue to develop, jointly with the European Union, modalities for coordination in the planning and conduct of their respective operations to facilitate an effective and efficient division of labour based on comparative advantages. The United Nations will also continue discussing with the European Union potential contributions for closing the capability gaps in United Nations peacekeeping missions, in particular rapid response gaps, through such measures as the implementation of the plan of action to enhance support to United Nations peacekeeping under the Common European Security and Defence Policy.

63. The coming financial period will see continued efforts to further operationalize, with UNDP and other United Nations partners, the global focal point for police, justice and corrections areas in the rule of law in post-conflict and other crisis situations. The global focal point has already shown that it can be an effective mechanism of assistance to United Nations peacekeeping operations in terms of sharing knowledge, people and advice, including through joint assessments and country-specific support plans. As articulated in the workplan for 2013 to 2016, partners of the global focal point are working to strengthen joint approaches and to create a new delivery-based business model to provide police, justice and corrections assistance in a predictable, accountable and efficient way. The effective

co-location of rule of law capacities of the Department of Peacekeeping Operations, UNDP and other entities at Headquarters will contribute to making the global focal point a truly operational platform for global delivery in these areas. Where possible, these co-location arrangements should be mirrored in the field.

64. During the coming financial period, the inter-agency Security Sector Reform Task Force, which brings together 14 United Nations entities, will extend its support to joint security sector reform projects in the field. The initiative aims at enhancing the implementation of the Integrated Technical Guidance Notes on Security Sector Reform and provides a system-wide framework for ongoing support, guidance and monitoring of progress in the field. In partnership with the World Bank, the Department of Peacekeeping Operations is developing the first source book on security sector public expenditure reviews, which will offer practical guidance to security sector reform and public financial management practitioners. The first such review undertaken by a peacekeeping mission was completed in 2012 in Liberia and has helped the ongoing drawdown and transition of UNMIL by providing a data-driven evidence base on financial indicators. Similar joint initiatives with the World Bank are being planned in Somalia and may also be relevant in peacekeeping contexts such as South Sudan, Haiti and Côte d'Ivoire in 2014/15.

65. Furthermore, the Department of Peacekeeping Operations will continue to work closely with partners such as the International Organization of la Francophonie to recruit French-speaking military, police, corrections and justice personnel for service with operations deployed in French-speaking countries. This effort is complemented by regular and enhanced outreach to Member States, which has allowed the Department to broaden the base of French-speaking countries that contribute police officers and corrections and justice experts.

66. Over the course of the year, peacekeeping operations have reported further progress in using their comparative advantage to shape peacebuilding partnerships, as called for in the internal guidance of the Departments of Peacekeeping Operations and Field Support on prioritizing and sequencing early peacebuilding tasks. This approach has proven to be a useful tool in planning as well as implementing activities and programmes. MONUSCO, for example, adopted it as the framework for its results-based budget, particularly for the rule of law components of the mission. UNMISS, in keeping with the emphasis on partnerships as well as the Secretary-General's reports on peacebuilding in the aftermath of conflict (see, for example, A/67/499-S/2012/746), worked closely with the country team and other partners to finalize the South Sudan Peacebuilding Support Plan, which was based on national needs and capacities and was endorsed by the Government.

B. Facilitating a shared understanding between the Secretariat, Member States and other stakeholders concerning individual operations and the future direction of United Nations peacekeeping

67. Another key objective underpinning the work of the Departments of Peacekeeping Operations and Field Support is the facilitation of a shared understanding of the future direction of United Nations peacekeeping between the Secretariat, Member States and other stakeholders, such as United Nations agencies, funds and programmes and regional organizations. United Nations peacekeeping is

dependent on Member States for the contribution of essential military and police capabilities. The adequate provision of troops, police and the equipment needed by them to carry out their mandated tasks is essential for success.

68. Reimbursement to troop- and police-contributing countries, both for equipment and personnel, is an important component underpinning the planning and management of peacekeeping operations. Not only does reimbursement to contributing countries constitute 29 per cent of the peacekeeping budgets (and direct payments to military and police personnel another 7 per cent), it is vital to the relationship among and between the Secretariat, troop- and police-contributing countries and the wider United Nations membership.

69. The adoption of General Assembly resolution 67/261, in which the Assembly requested the Secretary-General to ensure the implementation of a set of provisions regarding the rates of reimbursement to troop-contributing countries and related issues, has highlighted the importance of the reimbursement framework and its role in enhancing the effectiveness of United Nations peacekeeping and the peacekeeping partnership.

70. The ongoing implementation of the new framework mandated by the General Assembly has wider implications for policies and practices related to reimbursement. Activities include:

(a) Undertaking the survey of troop- and police-contributing countries on the additional costs involved in deploying contingents to United Nations peacekeeping operations. During the period 2013/14, the Secretariat has developed and implemented the revised methodology for collecting data from 10 sample countries on additional costs incurred in contributing to peacekeeping operations, as approved by the General Assembly in resolution 67/261. This has involved working closely with the 10 sample troop- and police-contributing countries to collect data on the additional costs incurred, in line with the recommendations approved by the General Assembly. It will also involve detailed analysis and presentation of data from the survey to the Assembly in May 2014. The goal of the data collection and analysis is to provide Member States with a credible basis for agreement on a standard rate for the common and essential additional costs of deploying to peacekeeping operations;

(b) Developing the policies and procedures for managing and reviewing the two premium payments for risk and enabling capacity. The objective is to better reflect the diversity and complexity of the mandated tasks and needs of contemporary peacekeeping operations;

(c) Continued enhancement of the contingent-owned equipment verification reports in line with the provisions of section II of resolution 67/261, including more detailed information on reasons for absent or non-functioning equipment and more regular communication with the troop- and police-contributing countries and regular communication with Member States;

(d) Strengthening the link between current and ongoing operational requirements and payments to the troop- and police-contributing countries through, inter alia, revisions of memorandums of understanding to reflect needs on the ground and a regular internal mechanism to review and address requests for information from the troop- and police-contributing countries, including on the standard rotation period;

(e) Improving systems to identify systemic issues that affect mandate delivery, building on lessons learned and best practices, so as to strengthen the peacekeeping partnership, better support troop- and police-contributing countries and enhance the security and safety of uniformed personnel and assets.

71. Closely related to the reimbursement framework are ongoing intergovernmental discussions of ways to ensure that missions have the right configuration of capacities to implement their mandates. Currently Member States are discussing both policy and operational issues related to military and police capability in peacekeeping in various forums, namely the Working Group on Reimbursement of Contingent-Owned Equipment, the Special Committee on Peacekeeping Operations and the Security Council Working Group on Peacekeeping Operations.

72. The triennial meetings of the Working Group on Reimbursement of Contingent-Owned Equipment provide an important opportunity to consider recent developments in capability requirements for peacekeeping operations, ensuring that the framework continues in alignment with modern requirements. The next meeting, to be convened at Headquarters from 20 to 31 January 2014, will review reimbursement rates for contingent-owned equipment deployed to United Nations field operations and consider proposals to improve the contingent-owned equipment framework. The Departments of Peacekeeping Operations and Field Support will, throughout 2014/15, provide guidance, oversight and monitoring of the implementation of the General Assembly-approved recommendations of that meeting in the field and at Headquarters and update the relevant policies and guidance.

C. Increasing the efficiency and effectiveness of United Nations field operations

73. Measuring the true effectiveness of United Nations peacekeeping requires an assessment of the results achieved on the ground, with a particular focus on the resources that have been expended in order to achieve those results. In this context, there must be a continuous focus on monitoring progress, evaluating results and accounting for the activities undertaken by missions and at Headquarters.

74. While the overall budget of United Nations peacekeeping is at an all-time high, the average cost per peacekeeper of established missions is 16 per cent lower, when adjusted for inflation, than in 2008/09. While the establishment of some new missions resulted in an increased overall budget, established missions have been engaged in a persistent and largely successful campaign to reduce costs.

75. The Departments of Peacekeeping and Field Support have sought to achieve "win-win" outcomes where greater impact and lower cost can be achieved in tandem. One approach has been to introduce shared services, as conceived under the global field support strategy. Rather than providing each peacekeeping mission with its own back office to handle issues such as procurement, human resources and financial matters, these functions can be consolidated in shared service centres, which, in turn, provide services to multiple missions.

76. In Mali, several such innovations have been introduced to expedite the start-up and enhance the efficiency of MINUSMA. Most of the mission's financial and

human resources transactions will be carried out by its staff based in UNOCI in nearby Côte d'Ivoire. MINUSMA troops in Mali receive rations and fuel through pre-existing contracts for UNOCI uniformed personnel in Côte d'Ivoire. The UNOCI procurement team in Abidjan has secured the needed premises and resources for MINUSMA, including in difficult-to-access locations such as Timbuktu. This has saved both time and scarce financial resources. Other examples are the support provided to the United Nations-OPCW joint mission by regional peacekeeping operations, and by UNIFIL to UNSCOL.

Generating enabling capabilities to optimize capacity and performance

77. New and expanding missions have tested the Organization's ability to rapidly deploy fully trained and equipped forces for sustained periods of time. Key capabilities required to bring missions up to operational strength are often lacking, in particular enabling units such as air assets and engineers. MINUSMA, for instance, still faces force generation gaps and critical shortfalls in military utility and attack helicopters. In 2014/15, the Department of Peacekeeping Operations will provide Member States with information regarding trends and key military and police requirements in order to explore ways to generate these capabilities more rapidly. Missions also face challenges when they require rapid reinforcement to meet a major operational challenge or due to an unanticipated deterioration in the security environment. This raises the need to develop strategic reserves for short-notice deployments, with all the necessary logistic support arrangements in place, including contracts. In 2014/15, the Department of Peacekeeping Operations will reach out to key regional and subregional partners to develop such capabilities. The European Union's Battlegroups and the African Union's Standby Force could constitute the departure point for this capacity.

Strengthening leadership and management

78. The expanse of United Nations peacekeeping is geographically and administratively vast, requiring assertive leadership that can communicate a vision across great distances and diverse cultures. For this reason, a high premium is placed on leaders who are both skilled cross-cultural communicators and strong managers. Furthermore, given the complicated nature of peacekeeping in a time of limited financial resources, the United Nations needs leaders who are able to effectively implement mandates while keeping a close watch on mission resources. The Departments of Peacekeeping Operations and Field Support, in cooperation with the Office of Human Resources Management of the Department of Management, are engaged in identifying measures to attract high-quality talent, especially women, into the senior ranks of United Nations peacekeeping.

79. The Departments of Peacekeeping Operations and Field Support have been refining the tools for succession planning and analysis of the leadership landscape. Succession planning efforts will remain attentive to the importance of cohesive senior leadership teams. Ideally, leadership teams should have complementary skill sets that serve the specific needs of a mission at different stages of its life cycle.

80. In addition to current efforts to identify candidates for upcoming vacancies, proactive efforts will be made to build a pipeline of potential leaders for the future. In both respects, due regard will be paid to achieving gender balance, geographical distribution and an appropriate representation of troop- and police-contributing

countries, bearing in mind their level of contribution as mandated under General Assembly resolution 67/287. The Department of Field Support will also continue to solicit candidates for specific leadership gaps, building on the experience gained in the dissemination of a generic vacancy for the position of Deputy Special Representative of the Secretary-General for the Rule of Law in December 2012, which generated a valuable source of additional talent in a key leadership area.

81. The Departments of Peacekeeping Operations and Field Support will continue efforts to identify female candidates for leadership positions in the field and will closely monitor progress towards gender balance. As at September 2013, women constituted 15 per cent of all heads and deputy heads of mission across all field missions. In the context of his overall agenda to reach gender parity across the global Secretariat, the Secretary-General has requested all departments involved in supporting peacekeeping operations to redouble their efforts to identify female candidates with the potential to serve in mission leadership positions. In support of these efforts, the Departments of Peacekeeping Operations, Political Affairs and Field Support will initiate a renewed outreach campaign to expand the pool of qualified female candidates and generate a pipeline of female talent for the future. The Departments are also committed to ensuring that, whenever possible, female candidates are included at every stage of the selection process for leadership positions in the peacekeeping operations and special political missions.

82. The Departments of Peacekeeping Operations and Field Support will continue their efforts to ensure that newly appointed senior managers are equipped with the skills and knowledge needed to execute complex, multidimensional mandates. Enhancing the preparedness of newly appointed deputy heads of mission who also serve as resident and humanitarian coordinators will be a particular focus area, recognizing the complexities of these roles in integrated mission settings. The Departments will also continue to develop improved training programmes for all incoming mission leaders, taking into account the results of the global peacekeeping training needs assessment and working with the Office of Human Resources Management and other partners.

Standard resourcing allocations and prices

83. Security Council mandates continue to be the most significant determinant of current and future funding requirements for peacekeeping. New peacekeeping operations such as MINUSMA are undertaking mandated tasks in increasingly challenging environments.

84. The emergence of direct threats to United Nations staff and assets has had a significant impact on the way many field operations are conducted. These threats have driven resource growth and have highlighted significant variations in resource requirements across missions.

85. In addition to the 29 per cent of peacekeeping expenditure directed towards legislated payments for military and police contributions and the 7 per cent spent on direct payments to military and police personnel, a further 8 per cent is spent on rations and rotation movements for uniformed personnel, bringing direct costs for troop and police contributions to 44 per cent. Civilian personnel and related costs consume a further 22 per cent. The remaining one third of the overall peacekeeping budget is composed of operational costs (excluding self-sustainment), on which most of the Secretariat's cost-reduction measures have been focused. However, it is

worth noting that deferral of some operational costs, including asset acquisitions, may not be sustainable in future years and limited asset acquisitions and replacements will be needed to meet direct operational requirements.

86. The use of resourcing standards remains a valuable tool for managing and overseeing United Nations peacekeeping operations. Approaches that can improve operational and cost effectiveness across field operations are particularly valuable. Application of the Standard Cost and Ratio Manual is one example. The Manual contains a comprehensive list of technical specifications, pricing guides and ratios that are used by missions for both budget preparation and operational decision-making (including managing within the approved budget level).

Management of operational resources

87. The Secretariat has made significant progress in maintaining the affordability of peacekeeping by reducing resourcing requirements, absorbing price growth and successfully balancing mandate delivery against financial constraints. Tangible evidence of these efforts includes the following (excluding MINUSMA owing to the unavailability of data):

(a) Peacekeeping costs for 2013/14 are about 16 per cent lower than in 2008/09 when measured as the cost per capita of uniformed United Nations personnel and adjusted for inflation, signifying a significant reduction in costs;

(b) The budgeted acquisition of vehicles has been limited in 2013/14;

(c) The large-scale rationalization of capital investment programmes for two years, with budgeted construction, facility and vehicle acquisitions largely limited to increasing deployments in UNMISS, UNSOA and UNISFA for 2013/14;

88. In addition, reductions of 15 per cent in human resources and finance staff associated with the establishment of the Regional Service Centre in Entebbe, Uganda highlight the transformation under way in meeting field administrative and logistical requirements. Delivery of service is monitored though the use of key performance indicators, allowing managers to track their deliverables.

89. The redistribution of light passenger vehicles among the missions is another outcome of the initiative by the Secretariat to place assets where they are needed while keeping acquisitions of vehicles limited to operational requirements. The replacement cycle of light passenger vehicles has been extended to maximize the useful life of vehicles and reduce acquisition costs. Between 2010 and 2013, a total of 749 light passenger vehicles have been redistributed among missions (at no cost to the receiving mission beyond the freight costs associated with the transfer), eliminating acquisition costs for the receiving missions. Further, redistribution and transfer of surplus light passenger vehicles between field operations is ongoing.

90. These reductions have been achieved within the context of substantial increases in underlying prices, which include the average cost of light passenger vehicles and generators having risen by 7 and 6 per cent, respectively, and fuel prices by 17 per cent over the last five years.

91. Operational cost reductions have been coordinated through the Resource Efficiency Group against the backdrop of the global field support strategy. The development of major resource priorities for each mission and the establishment of standard resourcing allocations and prices have also supported more efficient

allocation of resources across the peacekeeping portfolio. Some examples of these initiatives include:

(a) Instituting limits on the funding for spare parts, equipment, information and communication technology equipment and vehicles for which there are established ratios, to the level of the appropriate ratio rather than to actual holdings;

(b) Renegotiating rations turnkey contracts to benefit from clearer performance criteria ensuring compliance with quality, safety and delivery benchmarks, and significantly reducing daily ration costs;

(c) Extending the useful life of assets.

92. Budget proposals for peacekeeping operations reflect ongoing reforms in the Secretariat, particularly the global field support strategy. The Department of Field Support will continue efforts to improve the cost-effectiveness and affordability of United Nations peacekeeping.

Personal and institutional accountability

93. The United Nations expects the highest standards of personal conduct of all of its peacekeeping personnel. The Organization continues to strengthen organizational, managerial and personal accountability in field missions through the implementation of the four pillars of the Integrated Conduct and Discipline Framework: integration; capacity-building; awareness raising and outreach; and performance-based accountability. The Secretary-General's zero tolerance policy for protection against sexual exploitation and abuse provides the backdrop for the measures and activities being undertaken.

94. In consultation with Conduct and Discipline Teams and other key actors, the Department of Field Support continues to identify means of achieving a more effective service delivery model. This model is premised on the use of shared services so as to enable the performance of conduct and discipline functions in field missions with sufficient flexibility, scalability and adaptability to respond to evolving demands and changing requirements and to deliver intended outcomes with available resources. This integrated support delivery model is being pursued through arrangements that draw on past experience such as that of UNIFIL, whose Conduct and Discipline Team provides functional services to smaller missions located in the region (UNDOF, UNFICYP, UNIFIL, the Global Service Centre, UNSCO, UNSCOL, UNTSO and UNSMIL).

95. Similar service delivery arrangements are also being formalized elsewhere, with Conduct and Discipline Teams in larger field missions (UNMIL, UNMISS, MONUSCO and UNAMID) supporting smaller missions in the region which do not have a dedicated capacity. Measures are also being proposed to allow for dedicated capacity to be shared from a regional location (Kuwait) to support regionally connected missions (UNAMA, UNAMI, UNMOGIP and the United Nations Regional Centre for Preventive Diplomacy for Central Asia).

96. The Misconduct Tracking System has been strengthened through new indicators of performance in case management and a combination of monthly and annual quality assurance reporting exercises. Concurrently, active follow-up with Member States has continued regarding results of investigations or disciplinary processes conducted by them. The system has also been enhanced through the

production of practical guidance for managers based on United Nations Appeals Tribunal jurisprudence; updates of the Advisory on Conduct and Discipline in Field Missions, specifically to include operational guidance on the delegation to the Under-Secretary-General for Field Support of the authority to place staff members on administrative leave with pay; training sessions on the use of the Misconduct Tracking System; and specialized training for practitioners through the delivery of the continuous learning programme on conduct and discipline in field missions. This training is now directly linked to the Advisory on Conduct and Discipline in field missions, which provides both an overview of how prevention, enforcement and remedial actions are articulated in field missions and step-by-step guidance for conduct and discipline practitioners.

97. Positive developments have also taken place in the area of personnel screening. An initiative aimed at enhancing the interoperability of the human resources management systems of the Police Division and the Office of Military Affairs with the Misconduct Tracking System is progressing. This interface will allow for more efficient screening of individually selected military and police peacekeeping personnel against records of determined prior misconduct held by the Conduct and Discipline Unit of the Department of Field Support. The interface with the human resources management system for police personnel has been activated, while the interface with the system of the Office of Military Affairs is expected to be activated at the end of 2013.

98. Addressing sexual exploitation and abuse remains a top priority for the Organization, and thus a main focus of the activities being implemented under the conduct and discipline framework. In his latest report on special measures for protection from sexual exploitation and sexual abuse (A/67/766), the Secretary-General presented activities for a strengthened programme of action, comprising enhanced accountability measures in the implementation of the zero tolerance policy. Further to that report, an awareness-raising and communication strategy has been implemented, whereby the Under-Secretaries-General for Peacekeeping Operations, Political Affairs and Field Support have issued joint statements to uniformed and non-uniformed personnel serving in field missions. The statements set out the elements of the Secretary-General's strengthened programme of action for further implementation of his zero tolerance policy against sexual exploitation and abuse, and highlighted areas of Organizational and personal accountability in this area. Also, as part of the ongoing awareness-raising activities, aligned with the findings of the training needs assessment conducted by the Departments of Peacekeeping Operations and Field Support, efforts will continue to review existing training materials and, resources allowing, consider the feasibility of developing e-learning and blended learning programmes.

99. Work has continued on the development of the policy on accountability for conduct and discipline in field missions, setting out the framework in place to ensure accountability for the conduct and discipline of all personnel serving in peacekeeping and special political missions. Key aspects of expected standards of accountability were highlighted in a code cable to all field missions disseminating the Secretary-General's strengthened programme of action for the implementation of the zero tolerance policy. The communication introduced a draft framework that set out a comprehensive vision for accountability by heads of mission, intended to make the Secretary-General's programme of action operational and reflect the management objectives and performance measures set out in the senior manager's

compact with the Secretary-General in addressing sexual exploitation and abuse. In addition, consultations with field missions continue on a draft action plan for managing the risk of sexual exploitation and abuse in field missions; feedback on the application of the action plan will inform the analysis and further action on prevention and enforcement measures.

100. Further information and analysis of the Organization's continued efforts to implement the Secretary-General's zero tolerance policy and the strengthened programme of action will be provided in the next report of the Secretary-General on special measures for protection from sexual exploitation and abuse.

101. In December 2012, a new Secretariat-wide policy on human rights screening of United Nations personnel was endorsed by the Secretary-General. While different processes and rules are applicable to different types of personnel, this policy applies to the selection, appointment, recruitment, contracting and deployment of all types of United Nations personnel in the Secretariat — staff and non-staff, uniformed and civilian — including those in peacekeeping missions and special political missions. Primary onus is placed on Member States to screen nominated and contributed personnel and to certify that each individual has not been convicted of, and is not currently under investigation or being prosecuted for, any criminal offence or any violation of international humanitarian or human rights law. In addition, individuals are required to sign self-attestations to the same effect.

Strengthened accountability

102. The principle of accountability is vital to the effectiveness and credibility of United Nations peace operations. To this end, the Secretariat is taking various measures to strengthen accountability at all levels of the United Nations peacekeeping machinery. This includes requiring that heads of mission employ risk management practices in their decision-making and that directors and chiefs of mission support (DMS/CMS) execute letters of representation at the end of each financial period.

103. Letters of representation have been submitted by each peacekeeping operation that was active during the 2012/13 financial year, as well as by the Global Service Centre. The letter of representation is an accountability tool as well as an internal control measure that records a mission's assessment of the effectiveness of the control environment within which the mission's fiduciaries have managed financial, human, physical and information and communications technology resources over the preceding 12 months. Letters of representation also provide assurance that the chief fiduciary within each mission has acted within the terms of his or her delegation of authority and has attached priority to the implementation of the recommendations made by the oversight bodies.

104. In addition to the annual letters of representation produced by each mission, to ensure robust compliance by peacekeeping operations with the Financial Regulations and Rules in procurement, the Department of Field Support oversees and supports the exercise of delegations of procurement authority to the field through reviews of monthly and quarterly field mission procurement reports, the provision of peer-to-peer guidance and support, facilitation of discussions at the conference of chief procurement officers, including sharing of best practices, engagement in field assessments of mission internal controls and the review of audit results and follow-up on the implementation of audit recommendations related to field procurement activities.

105. The Organization has made significant progress during the past year in finalizing an enterprise risk management approach. This approach includes a series of risk assessments conducted at Headquarters and field missions to identify areas of uncertainty and vulnerability that may affect the achievement of objectives. This will allow management at all levels to take risk factors into consideration during the strategic planning and decision-making process. Additionally, risk management is being more closely aligned to the audit response and board of inquiry functions to begin the process of identifying areas of control weakness and taking the necessary remedial steps in a cost-effective manner.

Performance management

106. An important component of the peacekeeping accountability framework is the senior manager's compact, which was extended to the heads of field missions in 2010. The compact measures the performance of each head of mission on an annual basis. The compact is adapted to the evolving situation in the field and addresses areas for improvement identified in the prior performance year. The objectives, expected accomplishments and performance measures are then reflected, as appropriate, in the work plans of the responsible heads of components.

107. The senior manager's compact, including the associated annual performance assessments for each head of mission, continues to remain an essential aspect of the peacekeeping accountability framework. Heads of mission are encouraged to monitor progress against the targets set in their compact throughout the year. As part of the performance assessment, heads of mission are required to provide the Secretary-General with an explanation of why specific targets were not met and what remedial actions are to be taken to address these shortcomings. Heads of mission will also evaluate the support received from Headquarters in the performance of their duties.

Seconded personnel

108. In its resolution 67/287, the General Assembly requested the Secretary-General to report on proposals to address difficulties related to the secondment of active-duty military and police officers against posts. In his report (A/68/495), the Secretary-General proposed amendments to specific staff regulations and rules of the United Nations to address conflicts with national legislation in this domain.

109. The financial disclosure programme and an informal survey of active-duty officers in 2012 revealed that a number of serving seconded military and police officers were in receipt of remuneration and/or benefits from their national Governments. In such cases, the seconded personnel came into direct conflict with staff regulation 1.2 (j), which provides that no staff member shall accept any honour, decoration, favour, gift or remuneration from any Government. At the same time, the national legislation of some Member States prohibits government personnel on secondment to an outside organization such as the United Nations from accepting financial remuneration and benefits directly from that organization.

110. In the report of the Secretary-General, a number of options for engaging active-duty military and police personnel were explored. These included deployment of active-duty military and police personnel as staff officers or as United Nations military observers and police officers. However, these modalities were not considered feasible, as the seconded personnel would not hold a staff appointment

and would therefore not be able to perform the full range of functions required of the position, including responsibility for executive direction, supervision of staff and commitment of funds and/or resources. The option of creating a separate category of personnel for seconded military and police officers, with the status of officials, other than Secretariat officials, was also considered. However, such officials are not considered staff members and would thus not be able to perform the full range of the functions required of the position, including supervision of staff and/or commitment of funds and/or resources.

111. By its resolution 68/252, the General Assembly extended for a further three years the exceptional measures authorized in paragraph 21 of its resolution 67/287 to facilitate the full participation of all Member States in seconding active-duty officers. The Assembly requested the Secretary-General to intensify his engagement with Member States with a view to identifying alternative solutions for addressing the conflicts between national legislation and United Nations regulations and rules regarding the secondment of active-duty military and police personnel. The Secretary-General will submit a report to the Assembly at its seventieth session regarding developments on this issue.

D. Continuing to strengthen the capacity to meet strategic and operational challenges

112. The United Nations will continue its efforts to strengthen its capacity to meet strategic and operational challenges, including through the identification and rapid deployment of highly qualified, well-equipped and fully-trained civilian, military and police personnel. To that end, the United Nations continues to identify lessons and good practices and to develop and implement practical policy, guidance and training initiatives in parallel with measures to secure the necessary resources and capabilities to deliver effectively on mandates.

113. The Department of Peacekeeping Operations continued to strengthen its specialized expertise in the rule of law and security institutions. It identified funding for and initiated deployments of the Justice and Corrections Standing Capacity to start up new missions and reinforce existing missions. To complement these standing capacities, the Department will need to enhance its capacity to assist national authorities in rebuilding prisons and corrections systems and to provide strategic and operational advice to Department of Peacekeeping Operations leadership at Headquarters and in the field, thereby ensuring a consistent and professional approach to corrections work across all mission components. To offer high-quality and timely support on security sector reform to missions, Member States and regional organizations requesting assistance, the Department has created a United Nations roster of 50 security sector reform experts in 21 areas of expertise for rapid deployment upon request. Over the past three years, experts on the roster have been deployed as United Nations consultants to a number of countries, including Liberia, Somalia, the Central African Republic and Libya, to assist in complex projects for which resident expertise in the United Nations system is limited.

114. The Standing Police Capacity continues to provide swift and flexible assistance to field missions, with advisers offering expertise in 15 core areas available for rapid deployment. During the 2013/14 budget period, the Standing

Police Capacity supported mission start-up in MINUSMA and lent support to existing missions, namely UNISFA, UNSMIL, UNMISS, UNMIL, UNOCI and MINUSTAH, among others. It also serves as a critical mechanism for meeting surge requirements of new and existing missions. The Office of Internal Oversight Services is conducting a review of the Standing Police Capacity with a view to identifying measures to strengthen the management and utilization of the capacity and increasing synergy with other capacities within the Office of Rule of Law and Security Institutions. The results of the review are expected by the end of the second quarter of 2014.

115. Formed police units have continued to provide valuable operational support to national police services and have contributed to a safer environment through high-visibility patrols and protection in and around internally displaced persons' camps and rapid response to public disorder and internal security challenges. The majority of units are planned to rotate on a 12-month basis. Pre-deployment assessments and in-mission inspections are conducted regularly to ensure the operational readiness of the units as well as to identify and address contingent-owned equipment gaps in a timely manner. Approximately 90 per cent of the units, deployed to five field missions, are considered fully operational. The Secretariat is collaborating with police-contributing countries to close the remaining gaps. The Police Division has launched an initiative to create and maintain a pool of fully equipped and trained formed police units that would be available to be deployed within a maximum of 60 days at the request of the Department of Peacekeeping Operations. This initiative will be developed along with mechanisms that encourage police-contributing countries to develop and maintain the capacity for rapid deployment.

116. Mine action is another critical component of peacekeeping with an undeniable contribution to the protection of civilians and the safe conduct of mandated peacekeeping, humanitarian and development activities. UNMAS continues to respond to requests for effective assistance in the immediate aftermath of conflict by rapidly deploying response teams of mine action personnel, coordinating mine action interventions and building national capacities. Its rapid response mechanism has enabled the cost-effective and timely deployment of experts to the Congo, Haiti, Mali, the Syrian Arab Republic and Côte d'Ivoire in support of United Nations peacekeeping missions and the African Union.

117. In consultation with partners, UNMAS has elaborated a United Nations mine action strategy for 2013-2018, which reaffirms the contribution of mine action to the full range of United Nations peace operation responses and recognizes that mine action responds to the needs of populations increasingly exposed to all types of explosive hazards. Building on an expansion of the Service's work in responding to requests to implement projects focusing on a full range of explosive threat management, including risk awareness and management of improvised explosive devices and the security, management and destruction of weapons and ammunition stockpiles, during 2014/15, UNMAS will seek to conduct a broader range of mission-enabling activities.

Developing and implementing practical policy, guidance and training initiatives

118. The Departments of Peacekeeping Operations and Field Support will continue to lead policy, guidance, knowledge management and training initiatives in priority areas, including protection of civilians, disarmament, demobilization and

reintegration, security sector reform, sexual violence in conflict, use of force and capability development. The revision of guidance material on enhancing the role of women in post-conflict electoral processes, developed jointly with the Department of Political Affairs and in coordination with UN-Women, UNDP and other partners, is on track for completion by February 2014. Also of note is the Departments' collaboration with UN-Women on "mobile support teams" for training troop-contributing countries on conflict-related sexual violence, and the continued development of guidance for reporting on protection of civilians.

Training and capacity-building

119. Training initiatives for 2014/15 include the development and roll-out of new and updated core pre-deployment training material, and specialized training material for military staff officers, military observers and liaison officers. Training-of-trainer courses will continue to be conducted to enhance the capabilities of trainers to deliver pre-deployment training and to utilize United Nations pre-deployment training materials.

120. In collaboration with United Nations system partners, the Departments of Peacekeeping Operations and Field Support continue to give high priority to developing and delivering training to address the protection of civilians and the prevention of and response to conflict-related sexual violence. Integrated training-of-trainer activities on these subjects, which bring together uniformed and civilian personnel and include personnel deployed in peacekeeping operations, will continue in 2014/15 with the use of existing operational training materials and newly developed tactical-level training materials. Mobile training teams formed by selected trainers from Member States, under the guidance of the Integrated Training Service of the Department of Peacekeeping Operations, will deliver protection of civilian training to relevant troop- and police-contributing countries and field missions.

121. The Departments continue to support host-State capacity to address sexual violence. Between June 2011 and August 2013, the Department of Peacekeeping Operations conducted nine regional train-the-trainer courses on preventing and investigating sexual and gender-based violence in post-conflict environments, resulting in 202 police officers from over 80 Member States being certified as trainers. Thirty-one Member States have since conducted their own sexual and gender-based violence courses, thus creating a new pool of 8,840 investigators. In seven field missions, certified United Nations police officers have trained a total of 3,630 officers, including host-State police officers and United Nations police officers. In Haiti, a project funded by Norway continues to strengthen the specialized sexual and gender-based crime units within the Haitian National Police. In 2012/13, the project generated 33 instructors versed in the newly developed sexual and gender-based violence training curriculum as well as 505 specialized investigators within the Haitian National Police. Support for gender mainstreaming in police peacekeeping activities is being strengthened through the piloting of the United Nations police gender toolkit and an e-learning and face-to-face train-the-trainers course in 2013/14. In support of the global effort to reach 20 per cent female police officers deployed in peacekeeping operations by 2014, an initiative to build the capacity of at least 150 female police officers for deployment will be completed in 2014.

122. Initiatives such as the creation of in-house human resources certification programmes will continue to be a training priority to professionalize mission support functions. The Senior Mission Administration and Resource Training Programme will continue to be delivered, while being overhauled to reflect training requirements emerging as a result of reform processes and the evaluation of the impact of the programme to date. The process for selecting participants will be revised and the content of the e-learning portion of the programme will be updated. Priority job-specific and technical training will also continue, including training needed to obtain or maintain professional certifications to meet industry standards in such areas as logistics, air operations and information technology, which can help reduce operational costs.

123. During 2014/15, the Integrated Training Service will finalize guidance material on the design, delivery and evaluation of training. The guidance material will be applicable to all training initiatives undertaken by the Departments of Peacekeeping Operations and Field Support, as well as field missions. This guidance will include specific recommended practices for the evaluation of training. Evaluation of the impact of the Senior Mission Administration and Resource Training Programme on performance, in terms of the return on investment that has been made through the programme, will also be finalized during 2014/15. The Departments will continue to conduct higher-level training evaluations on a case-by-case basis.

124. The Integrated Training Service has concluded the global 2012/13 peacekeeping training needs assessment. The assessment was completed within the 2012/13 fiscal year and was endorsed by senior management in July 2013. It evaluated the cross-cutting training needs of military, police and civilian personnel at all levels in peacekeeping missions, the Global Service Centre, the Regional Service Centre and Headquarters. It addressed all three phases of peacekeeping training: pre-deployment, induction and ongoing training. The central focus of the assessment was the link between training and mandate implementation. Increasingly complex mandates, coupled with budgetary pressures, necessitate a shift in organizational priorities to emphasize training as a strategic investment. If strategically targeted to address performance gaps, properly designed and resourced, training enhances mandate implementation and improves productivity.

125. The assessment found a tendency to conflate training of national staff with national capacity-building. Clear policy guidance on the short- and long-term objectives of national staff training is needed to assist mission leadership in devising national staff training programmes and determining how such programmes should mesh with — or be distinct from — longer-term, sustained national capacity-building by United Nations country teams and other partners. This effort is particularly important as available funding for training of peacekeeping personnel is unlikely to keep pace with training requirements.

126. Five overarching recommendations were made in the final report of the training needs assessment, each of which contained specific action points for actors involved in peacekeeping training. In addition, specific training priorities were listed for different categories of personnel. The overall recommendations of the assessment were:

(a) To move towards a culture of learning, in which training is viewed as a strategic investment rather than a cost. Peacekeeping training should be viewed as a means to an end — improved performance and mandate implementation — not an end in itself;

(b) To strengthen senior management training so that managers are fully equipped with the knowledge and skills required in complex and multidimensional missions. This includes strengthening managers' knowledge of peacekeeping and of the rules and procedures of the United Nations system; instilling the strategic vision required to effectively oversee mandate implementation; and enhancing skills related to key strategic challenges that senior managers confront in their missions;

(c) To encourage more integration and less fragmentation, identifying clear directions and strategic priorities for the mission. By defining and agreeing upon training priorities based on operational needs, improved synergies can be developed among various actors involved in peacekeeping training;

(d) To do better with existing tools and materials, addressing gaps in awareness of and access to training, policies and guidance. Based on set priorities, there is a need to improve learning methodology and delivery in collaboration with Member States and training institutions;

(e) To focus on assessing and evaluating the impact of training in order to support it as a strategic investment.

127. Each of these five recommendations is accompanied by specific action points for peacekeeping training actors, including the management of the Departments of Peacekeeping Operations and Field Support and peacekeeping missions, the Integrated Training Service and the integrated mission training centres. These action points are intended to reinforce or improve the performance of existing mechanisms and practices; it is recommended, for example, that locally recruited personnel be included in mission-specific induction training.

128. The Departments of Peacekeeping Operations and Field Support decided to establish a standing advisory group at the managerial level to focus on learning and training issues, such as the need for improvements in senior management training and for better coordination and prioritization of peacekeeping training. The proliferation of training directed at peacekeeping personnel by many actors and at all levels necessitates a review of the global peacekeeping training architecture, including entities inside and external to the Secretariat. The Integrated Training Service is working with other relevant actors, including integrated mission training centres, managers and training focal points in both Departments, as well as the Office of Human Resources Management, to implement recommendations emerging from the training needs assessment. The work plans of Integrated Training Service teams will reflect the need for progress in priority areas identified by the assessment and will include benchmarks to gauge progress.

129. The variety of peacekeeping training, the diversity of the training audience and the large number of actors involved continue to present challenges to the comprehensive tracking, monitoring and evaluation of training activities. In the absence of a Secretariat-wide enterprise learning management system, the Integrated Training Service continues to gather data directly from integrated mission training centres. The Service has finalized the enhancement of the electronic training management system (e-TMS) and its deployment to MONUSCO, UNSOA, UNIFIL, UNOCI, UNMIL, UNMISS and UNAMID; the focus is now on the implementation of the reporting module. Communication lines are also being established between the Service and mission military and police training cells through the online community of practice.

130. As previously reported, the Departments of Peacekeeping Operations and Field Support are also making a concerted effort to increase the cost-effectiveness of training and reduce training-related travel expenditures whenever possible. Survey data collected for the 2012/13 training needs assessment indicate that 70 per cent of training activities are conducted within mission areas. Travel for training will continue to be necessary in cases where the learning objectives require face-to-face interaction with instructors and other trainees, particularly in substantive, management and leadership training where group exercises, simulations and scenario-based exercises form a core part of the training. Implementation of new rules regarding travel for training will reduce travel costs. Thematic workshops and conferences, designed to bring together practitioners from across missions to share experiences and lessons learned and improve policies and practices, previously held annually, are now held biennially. Greater use is being made of videoconferencing to bring field and Headquarters staff together virtually for training and briefing purposes. Increased use of electronic communities of practice facilitates the flow of information and best practices to field personnel and the exchange of knowledge. Over 50 staff members from integrated mission training centres now participate in the field training community of practice. Between 2011 and 2013, the number of participants in the community of practice coming from Member State peacekeeping training institutions rose from 266 to 495 individuals, representing 127 institutions worldwide. Where cost-effective and feasible, regional training events are held for personnel from peacekeeping missions in the region. All venues chosen for training are determined on the basis of a comparative cost analysis, taking into account the nature of the course, travel costs and staff time away from duty stations, as well as the suitability of training facilities for the training concerned. Special attention is given to making the best use of the Global and Regional Service Centres for training, particularly for common programmes required by several missions.

131. As outlined in the previous report of the Secretary-General (A/67/723), the establishment of benchmarks for external training activities will require a thorough review of the training needs of peacekeeping operations that cannot be met by internal training. Such benchmarking would have to take into account the skills and performance gaps identified in each mission that could be addressed by training, the availability of alternatives to external training, mission size and phase and special operational and mandate requirements. Given the complexity of establishing clear benchmarks for external training, consultations would have to be held between the Departments of Peacekeeping Operations and Field Support, the Office of Human Resources Management and other Secretariat entities involved in the training of peacekeeping staff.

132. The 2012/13 training needs assessment reaffirmed that the ability of peacekeeping personnel to engage with national counterparts in training, mentoring and capacity-building is essential for mandate implementation, particularly where a transition of responsibility for security and other functions is key to peace and sustainable development, as in Timor-Leste, Liberia and Haiti. Development and delivery of training and mentoring for national counterparts to strengthen the rule of law, particularly for policing and law enforcement, justice sector, corrections and the disarmament, demobilization and reintegration of former combatants, are priority activities. In addition, training in skills such as mentoring and advising national personnel supporting the rule of law will be further developed.

133. The Department of Peacekeeping Operations is also reaching out to police-contributing countries to conduct mobile training aimed at enhancing national trainers' capabilities to prepare individual police officers and formed police units to deploy to field missions. A key objective of these initiatives is to track more accurately the actual deployment of peacekeepers benefiting from training provided by the Secretariat or who have been otherwise trained to United Nations standards.

134. In addition, the Office of Rule of Law and Security Institutions is working with the Integrated Training Service and integrated mission training centres in the field to ensure that budget proposals for missions and the support account for peacekeeping operations make provision for specialized training of the frequently-rotating United Nations police and corrections officers charged with mentoring and advising national counterparts. Training budget reductions risk suspending the delivery of the specialized training modules for mentors and advisers and for supervisors of mentors. These two training packages were designed with and for peacekeeping personnel to build the mentoring and advising skills of thousands of United Nations police, corrections and other staff working directly with national counterparts in national institutions.

Lessons learned

135. The Departments of Peacekeeping Operations and Field Support continue to be committed to the sharing of information and lessons learned across field missions and with partner organizations. Lessons learned, mission experiences and best practices are widely disseminated in missions through electronic communities of practice, the Peace Operations Policy and Practice Database and a network of best practices officers and focal points. Drawing on these sources of technical knowledge and applying best practice remains critical to capacitating mission staff. Guidance materials are also easily accessible to Member States and partners through the Peacekeeping Resource Hub.

136. Since its launch in 2012, the protection of civilians network has developed into an active online collaboration platform connecting experts from all peacekeeping missions with a protection of civilians mandate. With members including military as well as civilian staff working in the areas of political affairs, civil affairs, human rights and protection of civilians, the network facilitates cross-disciplinary exchanges that would otherwise be difficult to organize. Recently, attempts have been initiated to integrate knowledge management and guidance development aspects in the community of practice by conducting consultations on the protection of civilians policy in the online community.

137. The Departments of Peacekeeping Operations and Field Support reissued the quick-impact projects policy in the first quarter of 2013. The revised policy strengthened provisions to ensure that the design and implementation scheme for projects is fully coordinated with humanitarian and development partners to ensure that the needs of the local population are met. The revision introduced several project management techniques to help ensure an efficient implementation of projects.

138. Lessons learned have been actively gathered on the logistics support package provided by UNSOA to AMISOM. Implementation of the UNSOA mandate involved innovations and new responses to daily operational challenges in areas such as public information, remote management of contracts and the mixed funding

mechanisms using assessed and voluntary funds, all of which will be reviewed more closely with a view to capturing lessons learned and best practices.

139. The recent period has witnessed a significant increase in the number of peacekeepers repatriated from peacekeeping operations because of pre-existing medical conditions. The Medical Support Manual contains the policies, guidelines and standard operating procedures governing the provision of qualitative health care in United Nations field operations. A revision has been prepared and is being reviewed. It is expected to be published in 2014. The Manual now contains an elaborate list of medical conditions that preclude participation in peacekeeping operations. Member States are encouraged to be guided by this list and to ensure that only medically-fit contingent members are deployed to peacekeeping operations by ensuring the conduct of thorough pre-deployment medical screening examinations. Since the well-being of peacekeepers prior to their deployment in peacekeeping remains the responsibility of their Government, the revised Manual will specify that each peacekeeper is to deploy to the field with a certified medical certificate of fitness indicating that he or she has been examined and found fit to participate in peacekeeping operations by his or her home Government.

140. With a view to informing its strategic partnerships, the Department of Peacekeeping Operations, in coordination with the Department of Political Affairs and UNOAU, will conduct a lessons-learned analysis of cooperation with the African Union and subregional organizations in peace and security, with particular attention to models that have proven effective in the past, including experiences with technical, financial and logistical support. The goal of the exercise will be, in line with Security Council resolution 2033 (2012), to identify good practices, challenges and gaps in the cooperation and provide general recommendations aimed at making African Union-United Nations partnerships more effective.

Rapidly deploying highly qualified civilian, military and police capacities

141. The Organization will continue its ongoing, progressive efforts to improve its capacity to identify and deploy qualified civilian, military and police personnel in a timely manner.

Civilian personnel

142. It is a goal of the Department of Field Support to ensure that field missions acquire the civilian staff and non-staff capacities required for mandate delivery. To this end, the Department is moving forward with the global field support strategy end-state vision of an integrated human resources management framework to promote the growth of staff capacity through optimized business processes, appropriate delegations of authority and effective monitoring systems.

143. The strengthening of roster-based recruitment processes continues to be a priority; the aim is to ensure a predictable and adequate supply of readily deployable civilian capacities with the required skill sets for field operations. In close collaboration with the specialized thematic offices at Headquarters and hiring managers in field operations, the Department of Field Support analyses current and anticipated requirements for civilian capacities across field missions on an ongoing basis. This is done with a view to ascertaining how changing mandates affect the skill sets required in the field and identifying capacity gaps in existing rosters. A yearly schedule of generic job openings is developed on the basis of these

workforce planning exercises and disseminated among staff and partners to increase the predictability and transparency of the rostering process. The Department will continue to seek improvements in the candidate assessment process. The use of an in-house online testing tool, for example, has significantly reduced the time and resources required to administer and score written assessments. The Department also is working with the Office of Human Resources Management to strengthen and standardize its assessment methodologies to improve transparency and efficiency.

144. The Department's efforts have produced 2,268 additional endorsements of candidates by the field central review bodies during the period 1 July 2012 to 30 June 2013, bringing the total number of rostered candidates to 13,205. Roster endorsements were made in all major occupational groups in peacekeeping operations and special political missions. The highest numbers of clearances were achieved in the following six occupational groups: security, political affairs, public information, logistics, civil affairs, and information systems and technology.

145. As the depth and diversity of rosters were strengthened, the percentage of field mission vacancies filled through roster-based selections remained high at 93 per cent, which is in line with the Department's target of 90 to 95 per cent for roster selections in field missions. The deployment of Inspira to the field has also led to significant improvements in recruitment. One important change associated with the deployment of Inspira is the "recruit from roster" job opening, which allows recruiters to solicit expressions of interest from all rostered candidates simultaneously. The benefits of the "recruit from roster" approach include improved efficiency for recruiters, reduced processing time for hiring managers and increased transparency for rostered candidates.

146. These efforts have enabled the Department to build on its gains with regard to vacancy and retention rates; the vacancy rate for international posts across all field missions has remained low and stood at 17.3 per cent as at 30 June 2013. The slight increase of 1.2 percentage points, compared to the average vacancy rate during the previous year, is mainly attributable to the start-up of new missions. The global turnover rate was 8.6 per cent as at 30 June 2013, a slight increase of 0.2 percentage points from the previous year, which also is due to the start-up of those missions.

147. Notwithstanding these sustained positive developments with regard to the identification and sourcing of global talent for service in field missions overall, challenges persist with regard to the recruitment and retention of women in field operations. As at 30 June 2013, the representation of women in peace operations had stagnated at 28.5 per cent for international and 17.2 per cent for national women. Seeking a better understanding of the reasons for the persistent gender imbalance, the Departments of Peacekeeping Operations, Political Affairs and Field Support have been working jointly since December 2013 on a project entitled "Bridging the civilian gender gap in peace operations". Preliminary findings suggest the need to invest more in public outreach as a tool to attract highly skilled women, particularly at senior levels; to establish support mechanisms for women currently serving at the P-5 level and above to become future leaders in the field; and to assist hiring managers in field missions in identifying suitable women candidates throughout a mission's lifespan, especially during start-up and downsizing. Performance of missions on gender parity will continue to be monitored through the human resources management scorecard in coordination with the Office of Human

Resources Management and will continue to be reported to the Management Performance Board periodically.

148. In addition to concentrating on the identification of female talent, the Department of Field Support has focused its outreach activities on troop- and police-contributing countries. Engagement with partners in Member States, including through the wide dissemination of generic and position-specific job openings, is complemented by outreach visits to Member States. To create efficiencies and maximize synergies, the Department continues to strengthen its collaboration with the Office of Human Resources Management with respect to outreach. The Field Personnel Division, for example, participated in a joint outreach mission with the Office, the United Nations Population Fund and UNDP to Brazil in May 2013 to raise awareness about career opportunities at all levels and across all occupational groups. In November 2013, the Department and the African Civilian Response Capacity for Peace Support Operations co-hosted an externally funded outreach workshop with the participation of representatives from the African Union, regional economic communities, Member States, including major troop- and police-contributing countries, and non-governmental organizations from across Africa in Pretoria, South Africa, to discuss how African civilian staffing and non-staffing capacity could be attracted to United Nations field operations.

149. Furthermore, the Department of Field Support and the Office of Human Resources Management are working together closely to fully implement all decisions by legislative bodies regarding contractual modalities aimed at improving the conditions of service and quality of life for staff serving in peacekeeping operations and special political missions. The Department continues to implement General Assembly resolution 63/250 and, following the promulgation of the administrative instruction governing fixed-term appointments (ST/AI/2013/1 and Corr. 1) on 22 April 2013, it has been possible to offer national and international staff working in peace operations fixed-term appointments up to five years, provided certain conditions are fulfilled. The Department of Field Support provided guidance and oversight to field missions with regard to the implementation of these longer fixed-term contracts. In addition, following the General Assembly's approval of the continuing appointments for eligible staff members in its resolution 65/247, the Department participated in the first Secretariat-wide annual review of staff members' eligibility for conversion to a continuing appointment during the second half of 2013; approximately 2,100 field staff are potentially eligible.

150. The Department is increasingly called upon to provide assistance to missions and staff members during times of mission transition, drawdown and downsizing. Several parallel work streams aimed at improving the way the Organization works have had an impact on both international and national staff. These work streams have included the implementation of the global field support strategy, IPSAS and Umoja, supported by ongoing efforts to achieve a lighter footprint in field missions, including by improving the ratios of locally recruited to international staff.

151. To better assist missions and staff during the difficult process of transition and to ensure a consistent approach to downsizing across all field missions, the Department has identified and shared best practices and lessons learned with missions. Concurrently, the Department is working with the Office of Human Resources Management to develop comprehensive guidance for transition management applicable to the global Secretariat. A working group on organizational

transition led by the Office of Human Resources Management has developed reference materials for managing organizational change for heads of departments, offices or missions, human resources practitioners and staff, which have been disseminated to field missions for guidance.

152. Staff retrenchment has become a common reality of the peacekeeping landscape. With decreasing global vacancy rates, it has become more and more difficult to identify placement opportunities for staff. If the Organization wishes to remain an employer of choice, it needs to expand its support to staff members whose skills it no longer requires. While some missions have made strides in the outplacement of national staff, for example by organizing job fairs, liaising with funds, programmes and agencies and coaching staff members, a consistent and sustainable approach should be developed to support the transition of international staff affected by downsizing.

153. Challenges also persist in the management of staff who have spent extended periods of time in the same hardship duty station, with potentially negative consequences for their performance and physical and psychological well-being. In the absence of a comprehensive mobility policy, it is proving difficult to prevent field staff being "stuck" in one duty station or staff being forced to move from one hardship location to another as a result of a lack of other options.

154. In order to address the situation of long-serving staff members, the Department piloted a one-year interim mobility project based on the current voluntary mobility policy framework. The project sought to reassign staff members with compatible profiles between participating missions. Participating staff members had to have been endorsed by a central review body, have had satisfactory performance appraisals and have served in the same duty station for five or more years. The significant number of applications received from eligible staff members confirms the results of earlier surveys: field-based staff want to be mobile. More than half of the approximately 600 eligible staff applied to the scheme. However, given the terms of reference used in this purely voluntary scheme, where each participating party (mission, hiring manager, staff member) could choose whether or not to participate and could withdraw from the process at any stage, just under 50 staff members changed their duty station.

155. By its resolution 67/287, the General Assembly recalled its resolution 66/265 and reiterated its request that the Secretary-General intensify his efforts to ensure proper representation of troop-contributing countries in the Department of Peacekeeping Operations and the Department of Field Support, taking into account their contribution to United Nations peacekeeping, and to report thereon in the context of his proposed budget for the support account for peacekeeping operations for the period from 1 July 2014 to 30 June 2015. The Secretariat has taken the following measures to address the spirit and intent of resolutions 66/265 and 67/287:

(a) Paragraph 9.3 of the administrative instruction on the staff selection system has been amended to read: "In the final selection, due consideration should also be given to ... candidates from troop- or police-contributing countries for positions in a peacekeeping operation or Headquarters support account-funded positions in the Department of Peacekeeping Operations, the Department of Field Support and other departments with support account resources" (ST/AI/2010/3/Amend.2, para. 2);

(b) All job openings for posts financed under the support account bear the provision that, in compliance with General Assembly resolution 67/287, in the final selection of candidates, hiring managers will give due consideration to candidates from troop- and police-contributing countries, taking into account their contribution to United Nations peacekeeping operations.

156. The Departments of Peacekeeping Operations and Field Support have introduced an additional requirement for all hiring managers, in making selection recommendations, to certify in writing that they have given due consideration to candidates from troop-contributing countries.

Military and police personnel

157. In response to the request of the General Assembly (see Assembly resolution 65/310, para. 2 and A/65/19, para. 256), the Departments of Peacekeeping Operations and Field Support continued to address challenges in the recruitment and selection of seconded, active-duty military and police specialists serving at Headquarters.

158. To increase the timeliness, effectiveness and transparency of the evaluation and selection of candidates to serve in field missions, the Police Division and the Office of Military Affairs have developed computerized human resources systems that will provide recruiters with an online tool to select the best candidates for each of the skill sets required in missions. In addition, these systems will connect with the Conduct and Discipline Unit in the Department of Field Support and with the Medical Services Division in the Department of Management for immediate notification and clearances. As the systems are being implemented, the Police Division and the Office of Military Affairs will start to gather information from the performance appraisals of the officers serving in the field in order to identify gaps in capacity.

159. Furthermore, a recruitment roster for senior police appointments is being developed and discussed with Member States with the aim of enhancing the recruitment process and shortening the selection procedures for heads of police components in the field. This effort is also targeted at increasing senior female representation at both the field and Headquarters levels.

160. The target is for women to comprise 20 per cent of police officers in United Nations peacekeeping missions by the end of 2014. Extensive consultations and outreach efforts have taken place in close cooperation with Member States and the International Association of Women Police. The proportion of women among police officers deployed in peacekeeping operations increased from 8 per cent to 10 per cent between 2009 and 2013. Advocacy efforts include the creation of the International Network of Female Police Peacekeepers (www.womenspolicenetwork.org) and the International Female Police Peacekeeper Award, delivered annually in conjunction with the International Association of Women Police. Women's representation increased in the national police services in Kosovo, Sierra Leone, Liberia and Timor-Leste, where peacekeeping missions have been deployed. In addition, with the support of Member States and field missions, the Police Division has planned several initiatives to train and better induct female police personnel during predeployment assessment to increase the success rate for deployment. More efforts and partnership are required to meet this important objective.

161. To improve the selection of police officers and assist Member States in their pre-selection procedures, the Department of Peacekeeping Operations has begun implementing the newly developed standard operating procedures for the assessment of the readiness of individual police experts as well as formed police units. Accordingly, instructors from field missions and from Member States have been trained in how to conduct assessments and evaluations to select qualified formed police unit elements.

162. In addition, the Department of Peacekeeping Operations is broadening the base by identifying new police-contributing countries. A wider variety of police-contributing countries increases the opportunities for selecting better qualified police expertise and well-equipped and trained units. It also increases the ability to find more female police and officers with language skills needed to meet mission requirements.

Government-provided personnel

163. The arrangements for the deployment of United Nations military observers, advisers and experts and police officers are well established. In 1999, drawing upon this experience, the Secretariat began to deploy government-provided corrections personnel, using the arrangements in place for the deployment of United Nations police officers. Applying the same arrangements, the Secretariat has more recently deployed justice experts as government-provided personnel. Such deployments have enabled access to expertise primarily found within government services.

164. The Secretary-General drew the attention of the General Assembly, at the main part of its sixty-seventh session, to the envisaged further use of government-provided personnel. He also undertook to develop guidelines to govern the recruitment of such personnel to ensure a clear and consistent approach within the Secretariat. In its resolution 67/255, the General Assembly requested the Secretary-General to present the requirement for government-provided personnel in the relevant budget proposals to the General Assembly, looked forward to the issuance of guidelines for the recruitment of government-provided personnel, and further requested the Secretary-General to report thereon to the General Assembly.

165. At the resumed sixty-seventh session of the General Assembly, the Secretary-General provided further information on the government-provided personnel modality, including the conditions under which resort to government-provided personnel could be envisaged, in the context of his response to resolution 66/264. The General Assembly, in its resolution 67/287, reiterated the request made in resolution 67/255. It also noted that the government-provided personnel modality was not a substitute for staff, and requested the Secretary-General to ensure that the use of the government-provided personnel modality was in line with relevant results-based budgeting frameworks. It further requested the Secretary-General to provide justification when deployment of government-provided personnel was envisaged beyond one year.

166. In accordance with resolution 67/255, the Secretary-General ensures that the use of the government-provided personnel modality is in line with relevant results-based budgeting frameworks and their associated expected accomplishments, indicators of achievement and outputs. For the first time beginning in the 2014/15 peacekeeping mission budget cycle, and with a view to bringing greater clarity and accountability to the use of this modality for the engagement of civilian expertise, costs associated with

government-provided personnel are no longer reported as operational costs in mission budgets, but as part of the civilian personnel component. The table below shows the number of government-provided personnel (non-military and non-police) serving in peacekeeping missions as at November 2012.

Category	*MINURSO*	*MINUSTAH*	*MONUSCO*	*UNMIL*	*UNMISS*	*UNOCI*	*UNAMID*	*Total*
Corrections	–	55	83	31	90	29	20	308
Justice	–	2	24	–	9	3	4	42
Other	4	–	–	–	–	–	–	4
Total	**4**	**57**	**107**	**31**	**99**	**32**	**24**	**354**

167. The guidelines being developed for government-provided personnel on assignment with United Nations peacekeeping operations and special political missions incorporate the direction given by the General Assembly. They cover the administration of government-provided personnel with the legal status of expert on mission on assignment with United Nations peacekeeping operations and special political missions. They require that the envisaged use of non-uniformed government-provided personnel be clearly set out in proposed mission budgets for consideration by the General Assembly. Accordingly, the use of government-provided personnel will be in support of the objectives and expected accomplishments laid out in results-based budgeting frameworks. Any changes made necessary by operational requirements during the implementation of a budget will be reported in the applicable performance report.

168. The guidelines also indicate that government-provided personnel may be considered to supply expertise primarily found within government services. They are not to be considered as a substitute for staff. Where the integration of complementary skills is required through a deployment of a group, government-provided personnel could only be considered for functions that are primarily found in government services. Assignments shall be time-limited and shall carry no expectation of longer-term engagement with the United Nations. Initial deployment is set at a period of one year, with the possibility of extension of an individual deployment for up to a second year, if the continuation of the activity carried out by the government-provided personnel is proposed and approved through subsequent budgets.

169. The long-standing conditions of service applicable to military observers, advisers and experts and police officers will continue to apply to other government-provided personnel, namely, those for whom the providing government covers the salary, while the United Nations pays the mission subsistence allowance and travel costs. In line with the provisions of General Assembly resolution 45/258, the arrangements for death and disability benefits applicable to uniformed personnel, as approved by the Assembly in its resolution 64/269, will continue to apply to all government-provided personnel.

170. To support transparency in the use of government-provided personnel, it is intended to include information on the number of deployments and the nationality of such personnel in future overview reports.

Aligning required resources and capabilities with operational requirements

171. In line with the integrated human resources management framework of the global field support strategy, the Department of Field Support continues to increase its emphasis on workforce planning and position management in field missions. The goal is to determine the future human capital requirements in each discipline needed to carry out the Organization's mandates; identify anticipated gaps and surpluses and develop practicable approaches to deal with them; and make adjustments from time to time as may be warranted by operational factors (e.g., changes in mandate, changes in organizational structure or changes in the workforce itself) and environmental factors (technological advances, changes in relevant bodies of knowledge, economic factors or safety and security considerations).

172. In addition to developing general workforce planning and position management tools and organizational templates, the Department is pursuing two key initiatives aimed at ensuring that the size and composition of the workforce remain relevant and correlate with mandate delivery of peace operations. The first initiative is the review of the Field Service category, while the second project involves a series of civilian staffing reviews. The goal of the Field Service review is to ensure that the Field Service category remains relevant within the evolving mandates assigned to United Nations field operations. The review has reaffirmed the continuing need for a cadre of internationally recruited specialists to provide essential skilled civilian capacity in the absence of a similarly qualified local labour force. Its findings also emphasize the pressing need to provide the internationally recruited Field Service managerial cadre with realistic opportunities for advancement. The implementation of the Field Service review recommendations is expected to span several budget cycles starting in 2014/15.

173. The second initiative, the civilian staffing review, aims to devise a strategy to meet the anticipated needs for civilian capacity in the present and evolving peacekeeping environment, to better understand the current composition of the peacekeeping workforce and to maintain the flexibility to leverage national capacities unique to any operating venue. With the Department of Peacekeeping Operations and the concerned missions, the Department of Field Support has completed comprehensive civilian staffing reviews for UNAMID, UNIFIL and UNOCI. The findings confirmed that there is potential for expanding the use of locally recruited staff, opportunities for outsourcing using local vendors and opportunities for improved integration and cooperation with the United Nations country team, while recognizing that each case is unique owing to the operational and environmental factors that apply. The immediate recommendations of the reviews will be reflected in the 2014/15 budget submissions of the respective missions, but the full realization of gains will require two to three budget cycles to materialize. Many of the missions that were not reviewed in 2013 will be reviewed during 2014/15; pending the outcome of their individual civilian staffing reviews, all missions have been requested to undertake a critical analysis of their civilian capacity requirements each year during the annual budget development process.

174. Both the Field Service review and the civilian staffing reviews confirm that challenges exist across missions in achieving better ratios of mission support personnel to substantive programme personnel, and of national to international staff. A phased approach to transferring functions to locally recruited staff during a mission's life cycle, particularly during transition phases, would lead to improved

ratios. One of the findings of the civilian staffing review is the need to conduct a comprehensive analysis of the local labour market well in advance of mission start-up to properly assess the extent to which the local labour force can produce the range of skills needed to satisfy the anticipated job profiles, especially in the support component, and thereby reduce the need for internationally recruited staff.

175. It is expected that military capability studies will be conducted, generally every two years, to optimize the use of military assets. These studies will often be done in conjunction with, or in support of, periodic reviews of field missions and/or multidisciplinary technical assessment missions to inform and implement Security Council deliberations and mandates.

Generating greater enabling capabilities for missions

176. The Departments of Peacekeeping Operations and Field Support continue to address persistent capability gaps in field missions, including through seeking the support of Member States, regional organizations and other partners to help bridge these gaps. One key gap remains military helicopters, which perform tasks that commercial helicopters are not capable of performing. In September 2011, the Secretary-General informed the President of the Security Council that, due to a lack of such assets, MONUSCO was no longer able to carry out critical elements of its priority mandated tasks, including in relation to the protection of civilians, providing support to the elections and putting an end to the presence of armed groups. At the time, the United Nations was facing an acute shortage of military utility and attack helicopters in a number of other missions. The "gap", as it became commonly known, had progressively increased over time and, by July 2011, stood at 43 per cent of the total requirement for military rotary-wing aircraft, with a shortage of 45 out of a requirement for 104 aircraft. By the end of 2013, this gap will be reduced to less than 10 per cent (8 out of 82); this projection excludes the forecast requirements for the new mission in Mali (MINUSMA).

177. Modern technologies such as unmanned aerial systems can offer tangible benefits to field missions. They can contribute to more effective mandate implementation by offering reconnaissance and surveillance capabilities that supplement and complement existing air operations. In particular, they can provide live video coverage and extended duration surveillance of operations, convoys, road and bridge conditions, population centres, refugee camps and other points of interest to support mandate implementation and enhance the security and safety of United Nations personnel, premises and assets. Vehicle and personnel movement can be detected at long distances and the zoom capacity of the on-board cameras allows such events to be positively identified and observed by day or night, and through cloud and light foliage. Knowledge so gained can enhance the effectiveness of any response and allow troops, police and humanitarian aid providers to deploy to the right location at the right time and with the appropriate degree of preparation.

178. After reviewing the available commercial options and carefully considering legal, political, operational and financial aspects, the Secretariat determined that a medium-altitude long-endurance aircraft would be most suitable for an initial deployment. The first operation will commence in MONUSCO in December 2013 with two surveillance unmanned aerial systems. The full system capability will be operational in April 2014, when surge capability up to 72 hours and a range of up to 250 km will be possible. The Departments of Peacekeeping Operations and Field

Support will closely monitor the unmanned aerial operation to ensure that the capabilities of this new technology are appropriately employed and thoroughly tested and evaluated. The subsequent deployment of unmanned aerial capabilities in other missions will be influenced by the outcome of the MONUSCO operation and will follow the same rigorous analysis and consultation process.

179. As mandates related to the protection of civilians have become increasingly more common and complex, formed police units must be equipped accordingly to respond to this demand. The capabilities available within some formed police units may not be sufficient to carry out tasks related to the protection of civilians. Therefore, it is necessary to introduce additional specialized equipment to be deployed with formed police units to enable them to contribute to the protection of civilians. Such equipment may include both mobility assets that meet terrain needs (such as riverine units, maritime units, access to air transport and night flight capabilities, vehicles equipped for protection of civilian activities and mobile command posts), as well as communication assets (mobile radio packs, mobile phones, satellite phones, etc.).

E. Delivering effective and efficient support while improving the service delivery model

180. In 2014/15, the global field support strategy enters the "end game" of its implementation phase. In this period, the pillars of the strategy are being managed steadily towards the end-state vision. Efforts will be strengthened to ensure that the solutions designed and built in previous years are now firmly entrenched and are having a demonstrable impact in support of field missions, and in particular new missions. The other major priority will be to ensure opportunities for realizing an overall positive impact from the roll-out of the strategy, Inspira and Umoja.

Transforming structures and business processes into an integrated, optimized support framework

181. During the period, the global field support strategy will be brought to its conclusion. The strategy will continue to build and to drive a culture of continuous improvement through its six strategic objectives, which have provided a compass for decision-making and change management in the Department of Field Support. The end-state vision of the strategy has been refined and strengthened with clear goals for each of the pillars (shared services, supply chain management and modularization, human resources and finance) to be achieved by June 2015.

182. The fourth progress report of the Secretary-General on the global field support strategy (A/68/637 and Corr.1) presents further detail on the end-state vision and programme implementation as well as key factors affecting implementation of the end state. Annex I to the present report presents a reporting of performance management arrangements for the strategy and reporting on its benefits. Annex II provides updated information on the operations of and benefits realized by the Regional Service Centre at Entebbe, Uganda.

183. The global field support strategy has continued to guide the transformation of structures and improvement of business processes. In 2014/15, the integrated service delivery structures, including the Global Service Centre and the Regional Service Centre, will be further consolidated, with an enhanced focus in the final year on

improving quality of service and reducing the time required for operations and transactions. Shared services arrangements will be further professionalized and a comprehensive business case analysis will lay out the best options for extending standardized and professionalized remote service delivery to all missions supported by the Department of Field Support.

184. At the Regional Service Centre, the first two pilots of re-engineered "service lines" for administrative support functions have shown real dividends. In the 2014/15 period, the remaining eight service lines, rolled out in the first quarter of 2014, will be consolidated and further refined. So as to further optimize the processing of education grant payments for personnel in field missions, the General Assembly is being requested to approve the transfer of the global education grant function to the Regional Service Centre, which will absorb the function within existing resources. This request is presented in the fourth progress report of the Secretary-General on the global field support strategy and a business case analysis is presented in annex I to the present report. This arrangement represents an opportunity to leverage the capabilities of Umoja and will serve as a case study for the further "globalization" of administrative functions.

185. Under the supply chain management pillar, the integration of the processes that were mapped in 2013/14 across all service lines will be further enhanced between the responsible actors at Headquarters, at the Global Service Centre and in field missions. Significant strengthening of approaches to acquisition planning will be seen in 2014/15 and processes will be embedded to strengthen the global asset management clearing house in the Global Service Centre. At the same time, the further development of the supply chain management strategy for the Department of Field Support will be fully aligned with the design and development of the logistics extension of Umoja.

186. Although the implementation phase of the global field support strategy will end in June 2015, the objectives and the continuous improvement agenda that it has laid out will continue beyond 2014/15. In the course of 2014/15 the Department of Field Support, in consultation with its client departments, the Departments of Peacekeeping Operations and Political Affairs, will begin to design a strategic framework to guide the continuous improvement agenda for field support beyond July 2015.

Providing responsive services equitably to all dependent field-based operations

Air transportation

187. The past year has reaffirmed the strategic importance of air assets for mandate implementation, including deployment, rotation and withdrawal of troops; transportation of personnel and cargo; medical and casualty evacuation; search and rescue; and staff evacuations. This multitude of complex and at times competing operational demands on missions' air fleets requires continuous efforts towards greater efficiencies, coordinated planning and management, while fully meeting operational and aviation safety requirements. In 2014/15, the Secretariat will continue to improve the efficiency of air transport operations without compromising required safety and security standards or the quality of transportation services delivered to mission personnel.

188. The aviation fleet managed by the Department of Field Support is a diverse mix of military and civilian aircraft deployed across peacekeeping operations and special political missions, and generally comprises more than 200 rotary- and fixed-wing aircraft. In recent years, the Secretariat has been addressing operational and management challenges by reviewing and, where appropriate, adapting its processes for the acquisition of air services, monitoring aircraft and fleet performance, and improving safety and effectiveness. The continuous need to operate more cost efficiently guides and is integrated in these efforts.

189. The Office of Internal Oversight Services, in its audit of acquisition and contract management of long-term air charter service agreements, recommended that the Department of Field Support should ensure that the specifications of requirements for air charter services in solicitation documents are sufficiently generic and defined in terms of logistical needs to enable potential vendors to offer innovative and cost-effective ways of meeting the requirements.

190. In response to this audit recommendation, the Department of Field Support and the Department of Management invited experts from the International Civil Aviation Organization to assist in developing a project plan to modify the solicitation method for air charter services from "invitation to bid" to "request for proposal", with the aim of establishing performance-based, as opposed to conformance-based, specifications of solicitation documents. The project resulted in the development of a proposed new statement of work for the preparation of requests for proposals, as well as new criteria for technical and financial evaluations, pricing schedules and the establishment of industry-based benchmarks, including making fuel consumption part of the technical and commercial evaluation.

191. Building on the outcomes of this consultation process, the Secretariat has tentative plans to conduct a pilot request for proposal project in early 2014. This pilot will evaluate the feasibility, time, cost and effects of this new methodology and establish the viability of the revised system before implementation on a full-scale basis is considered.

192. Military aircraft, and helicopters in particular, are critical force multipliers and especially so in United Nations peacekeeping operations, where forces are often widely dispersed and relatively thinly spread. Peacekeeping operations have suffered from persistent gaps in the availability of these assets. Despite the significant reduction of the gap, the existing process for arranging military aircraft may warrant review with the aim of establishing a more systematic approach, as was also highlighted by the Senior Advisory Group in its report on rates of reimbursement to troop-contributing countries and related issues (A/C.5/67/10).

193. The temporary reassignment of commercially contracted aircraft between missions continues to be an important means of responding to surge, unforeseen and ad hoc requirements. Instead of procuring additional aircraft on short-term contracts, the Secretariat favours the temporary sharing of contracted aircraft on a user-pays basis as a short-term solution to immediate requirements. Recent examples include ONUCI and UNMIL supporting MINUSMA during the July 2013 elections in Mali; UNMISS and UNAMID aircraft supporting UNSOA operations in Somalia; and standby medical and casualty evacuation services being provided to BINUCA by MONUSCO.

194. The safety and security of passengers and crew travelling on United Nations aircraft is of paramount importance. On 9 March 2013, four crew members died when their MONUSCO-contracted helicopter crashed into mountainous terrain near Bukavu. Accidents of this type occur relatively infrequently within the United Nations, but any loss of life warrants immediate examination and consequent action, in order to identify ways to further mitigate risks. The Secretariat initiated a review of the measures that civil aviation authorities had introduced, or were considering, to reduce the risk of "controlled flight into terrain" accidents, i.e. an accident in which an airworthy aircraft, under pilot control, is unintentionally flown into the ground, a mountain, water or an obstacle. The review identified an increasing trend towards the installation of avionics systems that provided a forward-looking terrain avoidance function. These systems are generally referred to as enhanced ground proximity warning or helicopter terrain awareness and warning systems. The review concluded that enhanced ground proximity warning systems should be installed on all United Nations commercially contracted rotary-wing aircraft.

195. The Secretariat has previously reported on the unsuccessful efforts to procure an air transport management system and the resultant challenges with regard to capturing and sharing aviation management and performance data. In lieu of a commercial system, a series of aviation modules is being developed within the Field Support Suite. While these modules do not offer the complete functionality of a full air transport management system, they will address the most immediate needs, focusing on aviation operations, contract management and invoicing, providing much improved visibility of contract status and financial expenditure, improved planning and flight operations tools and streamlined processes to allow vendor invoices to be verified and finalized in a timely and accurate manner. Technical development of phase I of these modules, collectively called the Aviation Information Management Suite, is complete, with roll-out scheduled to commence in March 2014 following conclusion of the pilot in UNAMID, MONUSCO and UNMISS in February 2014. In addition to supporting air operations planning, the consistent capture of high-volume data will establish meaningful baseline data for benchmarks and key performance indicator analysis. The system is thus an essential phase in the development and implementation of a comprehensive aviation performance management framework.

196. The data and key performance indicator analysis derived from the Aviation Information Management Suite will greatly assist in reinforcing safety oversight, optimizing aircraft usage, assessing the relevance of fleet composition, enabling the application of historical usage data in forecasting and defining future procurement needs; and the monitoring and analysis of contract performance and compliance.

Ground transportation

197. In line with the global field support strategy, the Department of Field Support undertook an analysis in February 2012 to ensure that light passenger vehicle holdings in peacekeeping missions are maintained at levels aligned with the standards prescribed by the Steering Committee on Reform and Management. Accordingly, and bearing in mind the objectives of the Resource Efficiency Group, the Department has implemented a robust auditing system to review mission fleet entitlements against inventory holdings. The system has enabled the Department to identify surplus vehicles and deploy them to satisfy requirements in other missions, thus generating cost efficiencies.

198. Costs and logistics remain key challenges in the process of transferring assets between missions. Where the costs of transfers are high in comparison to the residual value and expected remaining life of the vehicles, the vehicles may be kept in a local reserve or be disposed of by sale. As a result of these oversight mechanisms (and in close collaboration with peacekeeping field missions), the global light passenger vehicle fleet was reduced in 2012/13 by 1,053 vehicles from the previous year. Because of this reduction, associated spare parts expenditures were also reduced with a value of $3.9 million during the same financial period. In continuing this process, the Department of Field Support will take the broad range of peacekeeping needs into account, in order to best meet emerging requirements or shortages in other missions.

Information and communications technology

199. During the 2014/15 budget period, the Department of Field Support will continue efforts to provide reliable and cost-effective information and communications technology services. In the interests of further consolidation and optimization of services, the Department of Field Support will continue the implementation of technological improvements and reform-focused initiatives.

200. As indicated in the Secretary-General's fifth progress report on the enterprise resource planning project (A/68/375 and Add.1), the implementation of a pilot project on the roll-out of Umoja in UNIFIL was completed in July 2013. The roll-out of Umoja to peacekeeping missions took place on 1 November 2013 with encouraging results, and despite significant challenges. The implementation of a major reform initiative in the austere technical environment in which peacekeeping missions operate today was a major undertaking and required significant modifications to existing networks and infrastructure. Additional bandwidth and the creation of an "Umoja Net" were required in order to insure satisfactory performance levels for users in the field.

201. The General Assembly, in its resolution 66/264, requested the Department of Field Support to resolve delays in the implementation of electronic management systems for peacekeeping operations and to ensure interface between those systems and Umoja (see resolution 66/264, para. 33, and A/66/718, para. 126). Working in close collaboration with the Umoja team, the Department of Field Support has developed the required interfaces. One such interface is Galileo, which is assisting the Department in resolving issues related to inventory management. In addition, data collection interfaces have been deployed to collect, review, approve and transfer real estate and telephone billing data to Umoja. Progress was also made in terms of Umoja compatibility with both the air transportation management system and the electronic fuel and rations management systems.

202. To more effectively promote accountability, the electronic fuel management system has been modified in consultation with the Office of Information and Communications Technology of the Department of Management. This modified version has been implemented in MINUSTAH in conjunction with the associated financial module. Based on the lessons learned from the previous release, this second version is characterized by "real-time" reporting, elimination of paper transactions and detection of input errors. This version is still in use in MINUSTAH but has some limitations. The Office of Information and Communications Technology then introduced a new and different electronic fuel management system

based on readings by a scanner This version was deployed in UNOCI in September 2013 and in UNIFIL in November 2013. MONUSCO and MINUSMA will follow. With its full integration with Umoja, the electronic fuel management system will emerge as a single platform to manage fuel operations and associated planning and financial management.

203. The Department of Field Support continues to support the concept of regional cooperation for the delivery of information and communications technology services. Current regional efforts, such as those achieved by Middle East missions (UNIFIL, UNDOF, UNTSO, UNSCOL, UNSCO and UNFICYP) and East Africa missions (UNAMID, MONUSCO, UNMISS, UNSOA/UNSOM, BNUB, UNISFA, BINUCA and UNOAU), have shown that successful coordination among missions within the same region can improve services and achieve efficiencies. During the 2014/15 period, it is envisioned that the Field Technology Operations Centre, comprising the integrated information and communications technology facilities located in Brindisi, Italy, and Valencia, Spain, will assume the regional leadership role for all missions that are not based in the Middle East or East Africa. These missions include MINURSO, MINUSMA, UNMIL, ONUCI, UNMIK, MINUSTAH, UNSMIL, UNOWA, UNIPSIL and UNIOGBIS. This arrangement enables the missions to share infrastructure and will create an environment conducive to the exchange of technological support best practices. The arrangement will also ensure consistency in the development and implementation of standards and service delivery.

204. During the 2013/14 fiscal period, the Secretariat convened an expert working group with members from Headquarters and the field to review its global geospatial capabilities, with the aim of finding ways to centralize and consolidate the infrastructure and staffing of geographic information systems related to peacekeeping operations. During this exercise, the Department of Field Support identified the following functions currently performed in missions as candidates for consolidation and centralization:

- Satellite imagery management and generic processing
- Spatial, terrain, environment and image analysis
- Topographic and base mapping
- Geospatial application development through a tighter integration with the Information and Communications Technology Division of the Department of Field Support
- Standardization of processes, products and data models

205. It is proposed that these functions be centralized within the Global Service Centre in order to leverage existing infrastructure and staffing resources. By consolidating and centralizing the proposed functions, the Secretariat will benefit from resulting cost reductions at the mission level. While additional staff (6 Professional, 2 Field Service and 8 national General Service) will be required to support the newly consolidated functions at the Global Service Centre over a two-year period, it is proposed that staffing costs in this regard be offset by a reduction in existing geographic information system resources at field missions. A reduction of approximately 15 per cent in such resources, comprised of a combination of 36 Professional, Field Service and national staff posts, is proposed across the following missions over a two-year period: UNAMID (1 P-3, 2 P-2,

3 Field Service, 4 United Nations Volunteer), MONUSCO (1 P-2, 3 United Nations Volunteer), UNMISS (6 United Nations Volunteer, creation of 1 National Professional Officer), ONUCI (1 national staff, 2 United Nations Volunteer), UNIFIL (1 Field Service), UNSOA (1 National Professional Officer), UNAMA (1 national staff, 1 United Nations Volunteer) and MINUSMA (3 P-3, 3 P-2, 2 NS, 2 United Nations Volunteer).[1] Additional details related to this recommendation can be found in the proposed budgets of the Global Service Centre and the individual field missions.

206. Within the context of the above review, increasing demand for geographic information services was found in departments and offices across the Secretariat. Currently, the Department of Field Support Cartographic Section provides such services to the Department of Safety and Security through service level agreements. This model allows other departments to benefit from the existing infrastructure already available to peacekeeping operations, prevents the establishment of redundant infrastructure and allows the Department of Field Support to optimize the use of its geographic information services. The Department of Field Support plans to expand upon this model and extend services to other departments and offices in an effort to further streamline and consolidate geographic information services in the Secretariat.

207. In addition, the Secretariat continues to collaborate with specialized entities, such as the Committee of Experts on Global Geospatial Information Management and the United Nations Geographic Information Working Group, to promote the sharing of common standards, policies and data sets.

208. In light of the transfer of the Cartographic Section from the Logistics Support Division to the Information and Communications Technology Division of the Department of Field Support, it is proposed that the Information and Communications Technology Division be renamed Division for Geospatial, Information and Telecommunications Technologies in order to reflect its expanded role. A formal proposal is included in the 2014/15 support account submission (see A/68/742, para. 295).

209. By its resolution 66/264, the General Assembly requested all peacekeeping operations to remain within standard equipment ratios, using actual personnel levels as a reference rather than the full authorized level of personnel (see resolution 66/264, para. 8, and A/66/718, para. 91). The equipment ratios established by the Department of Field Support and promulgated in the Standard Cost and Ratio Manual have also been updated to reflect a 1:1 ratio for all staff. As a result of efforts to improve cost efficiencies of field missions, the profile of the mission workplace has changed. There has been a shift towards providing more support to an increasing number of national staff in more skilled roles, and more uniformed personnel integrated with civilians in the mission workforce. As indicated in the previous overview report (A/67/723), the update to the Standard Cost and Ratio Manual reflects these changes.

Supply

210. In 2014/15, the Department of Field Support will continue to pursue efficiencies in the acquisition and delivery of general supplies while improving the

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[1] 1 P-3 and 1 P-2 have already been excluded from the initial requirement of the mission. This post would otherwise be required to ensure adequate support for MINUSMA.

quality of the services provided. Today, the Department manages 50 systems contracts, including for the provision of weapons, ammunition and protective equipment to support field operations. Development of a cohesive policy on procurement, tracking, maintenance and disposal of all weapons and ammunition has been initiated. This includes equipment and supplies provided by Member States under the letter of assist for close protection teams. In addition to unifying the policies that currently govern the tracking and disposal of weapons, this policy will improve staff security by increasing efficiency, economies of scale and standardization, promote resource-sharing and ultimately improve staff security.

211. Fuel is a critical resource and is managed within the provisions of the Fuel Operations Manual. To ensure a better understanding of the Manual's provisions, a supplementary document entitled "Fuel management in a nutshell" is being developed and will be issued by mid-2014. Fuel operations in the field are carried out either on a turnkey basis or as in-house or hybrid operations depending on operational conditions and a cost-benefit analysis.

212. In paragraph 35 of its report on the UNIFIL budget (A/67/780/Add.9 and Corr.1), the Advisory Committee on Administrative and Budgetary Questions welcomes the steps taken and envisaged to reduce generator fuel consumption at UNIFIL. The Committee recommends that the General Assembly request the Secretary-General to explore the applicability of the new fuel injection system for United Nations-owned generators to other peacekeeping missions, where circumstances permit, and to report on findings in the next overview report. In response, the Department of Field Support notes that the fuel injection system for generators adopted by UNIFIL has been available to other missions since 2006 through the Department's systems contract.

213. Under the global field support strategy, significant progress has been made in the service delivery of rations to contingents in field missions. Introduction of the new ration standards has resulted in an increase in quality of service and satisfaction of contingents, an initiative recognized by the awarding of a "UN 21" award on 13 September 2013. The global solicitations following the introduction of the new standards are nearing completion. Eight contracts have been awarded, four are under solicitation and preparations for two others are under way. It is estimated that upon completion of the transfer to the new standards and after the first full year of implementation, savings of up to 10 per cent from annual rations expenditure can be realized. To enhance kitchen planning and strengthen accountability in ration operations, the electronic rations management system is being developed with the Office of Information and Communications Technology. In the interim, temporary planning tools (designed in-house) have been provided to the kitchen managers to plan menus, calculate food order quantities and monitor usage of stocks to prevent wastage. These features will be subsumed in the electronic rations management system when fully developed.

Engineering

214. Special emphasis has been placed on the management of large construction projects, which have been defined as projects exceeding $1,000,000. Comprehensive guidelines to enhance planning and management of such projects have been developed at Headquarters and will be disseminated to the field missions by the second quarter of 2014, after final review and formal approvals. Also, the

Department of Field Support continues to ensure that systems contracts for engineering and associated goods are available for missions on an ongoing basis during mandate implementation. These include development of engineering-related systems contracts whose outputs are more environmentally friendly, technologically efficient and inclusive of renewable energy. The systems contracts will emphasize improved power generation, air conditioning and lighting systems and will comprise energy-efficient structures and water conserving systems. The model developed under the global field support strategy is one of integrated service delivery, wherein the operational management of engineering and design is undertaken at the Global Service Centre, while policy and oversight management is executed by the Department of Field Support at Headquarters.

Strategic movements

215. The Department of Field Support arranges and manages the strategic movement of military contingents and formed police units, with their associated effects, to and from field missions. It does so using aircraft on long-term service charter, commercial transport resources on short-term charter, troop- and police-contributing countries' transport resources under letters of assist and regional/mission transport resources. The use of the wide-body aircraft long-term service agreement has resulted in operational and cost efficiencies of over $8 million in the most recent annual operational cycle. Besides increased flexibility in operations, the service provides greater comfort to passengers and significantly reduced technical stops owing to its long range, which has resulted in a very high satisfaction level of the troop- and police-contributing countries. Concurrently, rotation of troops in Africa is also carried out by the Transportation and Movements Integrated Control Centre using United Nations air assets on long-term charters, thus optimizing their usage and resulting in operational and cost efficiencies.

Environmental management

216. The Departments of Peacekeeping Operations and Field Support continue their efforts to ensure that field missions implement the environmental policy in order to mitigate adverse environmental impacts of peacekeeping missions in host countries.

217. Following requests from missions for more guidance in the field of waste management, the Department of Field Support is in the process of developing an overarching waste management policy that will define waste management objectives; the responsibilities of United Nations Headquarters, the Global Service Centre and the field missions; general principles of waste management (e.g. segregation, recycling, definition of hazardous wastes, liquid wastes, etc.); and monitoring regimes. The policy is expected to be finalized by May 2014. The Department of Field Support will endeavour to identify staff resources that can be dedicated exclusively to advising missions in mitigating the environmental impact of wastewater and solid waste produced by peacekeeping missions. With the same objective of helping missions to implement better environmental policies, a water policy is also being developed and is planned to be finalized by June 2014. The expertise of UNEP will be sought in the development of both policies.

218. Environmental considerations were fully integrated in the planning of MINUSMA. Security Council resolution 2100 (2013), establishing MINUSMA, included for the first time a reference to environmental management for a

peacekeeping operation. For the first time, an Environmental Officer was deployed during the start-up of a field mission to mainstream environmental protection in the mission's operations. UNEP also undertook an assessment mission in Mali in support of MINUSMA endeavours, demonstrating the continuous cooperation between UNEP and the Department of Field Support.

219. Regular interactions and the sharing of best practices between field missions and Headquarters continue through the community of practice dedicated to the environment. The review of the 2012-2013 senior manager's compacts of the heads of mission on their environmental performance objective indicates that some missions (UNIFIL, MONUSCO, MINUSTAH) advanced well in developing and implementing a clear environmental action plan, as required under the environmental policy. UNIFIL, MINUSTAH and MONUSCO have an environmental team comprising three or four staff, demonstrating that concrete results to mitigate environmental impacts are better achieved when dedicated resources are deployed.

Transformation of financial functions in field operations

220. IPSAS implementation commenced in all peacekeeping missions as at 1 July 2013, and encouraging progress has been made in all field missions. Field missions have to a large extent completed the pre-implementation activities, including update of mission standard operating procedures for IPSAS compliance; initial computer-based and instructor-led training of staff members; enhancement of the Galileo asset management system for IPSAS compliance; and the collection and enrichment of data on assets.

221. The finalization of the first IPSAS-compliant opening balances has progressed with the preparation of IPSAS-compliant valuation of all field mission assets, including equipment and real estate. Missions have also started to apply the re-engineered IPSAS-compliant processes to their operations as at July 2013, most importantly the process of provisional receipt and inspection of assets. In the field, the focus of IPSAS implementation has started to move from implementation tasks to identification of benefits of IPSAS, in particular in the context of efficient management of assets.

222. The first benefits from the preparation of IPSAS opening balances as at 1 July 2013 are already being realized in terms of strengthened accountability, property control, accuracy of data on assets and more comprehensive information and analysis of IPSAS data for improved management of mission asset portfolios. The performance results in the area of physical verification of non-expendable property have further improved, reaching a 99 per cent verification rate across peacekeeping missions as at 30 June 2013. The number of items marked with outstanding discrepancy has been reduced by 65 per cent, reaching a 98 per cent rate of reconciliation of discrepancies related to record accuracy. In terms of financial assets recognized under IPSAS, the verification rate for plant and equipment stands at 99.9 per cent and for financial inventory at 100 per cent.

223. Following the preparation and submission of the first financial statements under IPSAS as at 30 June 2014, the Departments of Field Support and Management will continue to refine the valuation methodology, policy, implementation instructions and information technology system functionality to ensure maximum compliance with the new accounting standards for property, plant and equipment

inventory. The Departments will further continue to focus on the realization of benefits in the area of property management resulting from the adoption of IPSAS.

224. Within the context of assuring IPSAS benefit realization, the Department of Field Support has conducted a high-level analysis of IPSAS data based on the ratio of accumulated depreciation to capitalized costs that is instrumental for the formulation of the departmental strategic priorities and long-term resource planning activities. Through the introduction of corporate IPSAS-related key performance indicators as part of the established Department of Field Support performance management framework for property management, work will continue on a more detailed analysis of specific commodity groups and equipment types to enable field missions to better manage their asset portfolio and plan for capital and replacement costs during budget preparation. In 2014/15, it will be essential to continue building adequate capacity in support of the new function of fixed asset accounting to ensure maximum realization of IPSAS benefits and strengthen the management and accountability of United Nations property, policy compliance and audit response.

Monitoring, assessing and managing performance across all field operations

225. The Department of Field Support continues to enhance its framework for performance management, an effort which includes the greater use of key performance indicators. A prototype for the comprehensive application of key performance indicators is currently being assessed in the Kuwait Joint Support Office for the field missions in Iraq (UNAMI) and Afghanistan (UNAMA) for possible roll-out across all peacekeeping operations. Under the pilot framework, performance management is an integral part of the design and delivery of interrelated activities and services delivered to customers.

226. Under the direction of the Under-Secretaries-General of Peacekeeping Operations and Field Support, six evaluations of mission or Headquarters activities are conducted, on average, each year. The decision to conduct a mission evaluation is based on an assessment of the effectiveness of mission management processes, the need to address recurring issues or the need to evaluate specific areas highlighted by mandate reviews or reports of the Office of Internal Oversight Services. Criteria for the selection of Headquarters activities for evaluation include whether specific areas of backstopping by Headquarters may need strengthening or whether a policy might benefit from evaluation in order to better meet the Departments' needs. In 2013/14, the evaluation team undertook internal evaluations of UNMISS mission support issues; the Departments' capacities to effectively manage and backstop peacekeeping operations; support account proposals; United Nations police pre-deployment training; the Regional Service Centre performance management framework; and rations provisions for uniformed contingents located in remote sites. The team also developed, in conjunction with the Office of Military Affairs, performance standards for force headquarters components. The results of these evaluations were fed back into the policy development process, mission budget guidance and training needs analysis, with a view to contributing to strengthened management oversight of peacekeeping operations.

United Nations Peacekeepers Memorial

227. In its resolution 67/287, the General Assembly requested the Secretary-General to ensure renovation and refurbishment of the United Nations Peacekeepers

Memorial located on the north lawn at Headquarters and to report thereon in the context of the overview report. The Assembly further encouraged the Secretary-General to commemorate the annual International Day of United Nations Peacekeepers and other such solemn occasions at the memorial. The Secretary-General has taken action in this matter. In September 2013, the memorial was inspected and cleaned, overhead wires were moved and the area around the site was improved. A ceremony at the site is planned for the International Day of United Nations Peacekeepers on 29 May 2014, and the site will be used for other suitable occasions.

F. Conclusion

228. Today, as ever, United Nations peacekeepers serve the international community in meeting evolving threats to peace and security. As they take on increasingly complex and challenging mandates, these threats are often less visible, more insidious, more immediate and closer to the civilian populations they serve and protect. The Secretariat has dedicated, and will continue to dedicate, its efforts to improving the planning, deployment, direction and management of peacekeeping operations to meet these challenges, to safeguard the security and safety of all those who serve under the United Nations flag and to ensure that peacekeepers can deliver on the critical, lifesaving mandates they dedicate themselves — and sadly too often give their lives — to uphold and fulfil.

229. As the financial requirements of United Nations peacekeeping rise, the Secretariat must stay the course of continual innovation and accountable management, maintaining the emphasis on efficiency, greater sensitivity to cost and a deeper appreciation of the financial and human resources dedicated to the service of peace. The present report seeks to highlight the Secretariat's efforts to implement a range of ambitious initiatives, including those aimed at enabling United Nations peacekeeping operations to adjust to new realities on the ground. With the increased complexity of mandates, and changes in the threats faced by peacekeepers, the 2014/15 period will demand that the Secretariat continue to demonstrate dynamic leadership, adaptability and nimbleness to deploy where and when needed, and with the capabilities required.

IV. Budget performance for the period from 1 July 2012 to 30 June 2013

A. Analysis of variances

230. As shown in table 2, the total approved budget for the period from 1 July 2012 to 30 June 2013 amounted to $7,375.1 million, inclusive of UNLB and the support account. The related expenditure amounted to $7,287.6 million, resulting in an overall unencumbered balance of $87.5 million.

Table 2

Financial resource performance for the period 2012/13

(Thousands of United States dollars; budget year is from 1 July to 30 June)

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
MINURSO	58 253.0	56 481.4	1 771.6	3.0
MINUSMA	81 976.4	81 976.4	–	–
MINUSTAH	648 394.0	629 247.0	19 147.0	3.0
MONUSCO	1 343 593.0	1 342 787.6	805.4	0.1
UNAMID	1 448 574.0	1 415 722.0	32 852.0	2.3
UNDOF	53 495.2	53 490.7	4.5	–
UNFICYP	54 576.0	54 093.2	482.8	0.9
UNIFIL	524 010.0	524 002.5	7.5	–
UNISFA	257 932.0	257 846.2	85.8	–
UNMIK	46 963.0	44 710.2	2 252.8	4.8
UNMIL	496 405.0	496 400.2	4.8	–
UNMISS	839 490.0	838 447.0	1 043.0	0.1
UNMIT	101 604.9	101 603.4	1.5	–
UNOCI	575 017.0	573 382.0	1 635.0	0.3
UNSOA	436 905.0	412 570.5	24 334.5	5.6
UNSMIS[a]	8 227.1	6 530.1	1 697.0	20.6
Subtotal, missions	**6 975 415.6**	**6 889 290.4**	**86 125.2**	**1.2**
UNLB	68 627.0	68 622.4	4.6	–
Support account[b]	331 051.5	329 685.3	1 366.2	0.4
Subtotal	**7 375 094.1**	**7 287 598.1**	**87 496.0**	**1.2**
Voluntary contributions in kind (budgeted)	8 575.6	5 556.9	3 018.7	35.2
Total	**7 383 669.7**	**7 293 155.0**	**90 514.7**	**1.2**

[a] Commitment authority based on the concurrence of the Advisory Committee on Administrative and Budgetary Questions.

[b] Includes enterprise resource planning in the amount of $37,337,600. Includes an amount of $11,692,300 which has not been assessed on Member States.

Table 3
Financial resources

(Thousands of United States dollars; budget year is from 1 July 2012 to 30 June 2013)

			Variance	
	Apportionment	*Expenditure*	*Amount*	*Percentage*
Category	*(1)*	*(2)*	*(3)=(1)-(2)*	*(4)=(3)÷(1)*
Military and police personnel				
Military observers	98 231.4	96 964.2	1 267.2	1.3
Military contingents	2 213 473.0	2 166 769.6	46 703.4	2.1
United Nations police	335 711.0	322 853.5	12 857.5	3.8
Formed police units	193 174.9	190 561.9	2 613.0	1.4
Subtotal	**2 840 590.3**	**2 777 149.2**	**63 441.1**	**2.2**
Civilian personnel				
International staff	1 240 095.9	1 270 264.6	(30 168.7)	(2.4)
National staff	361 152.0	358 649.7	2 502.3	0.7
United Nations Volunteers	109 093.0	104 185.2	4 907.8	4.5
General temporary assistance	62 953.8	61 646.8	1 307.0	2.1
Subtotal	**1 773 294.7**	**1 794 746.3**	**(21 451.6)**	**(1.2)**
Operational costs				
Government-provided personnel	17 541.9	16 477.1	1 064.8	6.1
Civilian electoral observers	–	–	–	–
Consultants	12 536.7	11 122.5	1 414.2	11.3
Official travel	53 526.1	54 475.4	(949.3)	(1.8)
Facilities and infrastructure	786 326.4	813 486.7	(27 160.3)	(3.5)
Ground transportation	169 540.1	185 552.1	(16 012.0)	(9.4)
Air transportation	841 099.5	758 111.7	82 987.8	9.9
Naval transportation	39 313.7	49 070.3	(9 756.6)	(24.8)
Communications	244 368.5	230 931.6	13 436.9	5.5
Information technology	94 511.2	124 378.3	(29 867.1)	(31.6)
Medical	96 615.7	87 865.1	8 750.6	9.1
Special equipment	31 038.5	30 202.2	836.3	2.7
Other supplies, services and equipment	322 703.3	302 654.1	20 049.2	6.2
Quick-impact projects	14 750.0	14 039.2	710.8	4.8
Subtotal	**2 723 871.6**	**2 678 366.3**	**45 505.3**	**1.7**
Enterprise resource planning	37 337.6	37 337.6	–	–
Total	**7 375 094.1**	**7 287 598.1**	**87 496.0**	**1.2**
Voluntary contributions in kind (budgeted)	8 575.6	5 556.9	3 018.7	35.2
Total requirements	**7 383 669.7**	**7 293 155.0**	**90 514.7**	**1.2**

231. The underexpenditure of $63.4 million under military and police personnel resulted principally from: (a) the fact that the anticipated large-scale repatriation of contingent-owned equipment from UNAMID, for which provision for transportation had been made, did not materialize; (b) lower than anticipated levels of reimbursement for contingent-owned equipment in UNISFA and UNMISS; (c) a lower deployment of military contingent personnel in UNIFIL, and of United Nations police in MINUSTAH pursuant to Security Council resolution 2070 (2012); and (d) lower requirements for rations, mainly in MINUSTAH, UNMISS and UNSOA, owing in part to a lower per-person ceiling rate. Lower requirements were partly offset by additional requirements in MONUSCO owing to the deployment of a dedicated intervention brigade as decided by the Security Council in its resolution 2098 (2013), in UNOCI due to a later than planned reduction of military contingents owing to the security situation, and in MINUSTAH for the rotation of military personnel and the reimbursement for and repatriation of contingent-owned equipment.

232. The overexpenditure of $21.5 million under civilian personnel resulted mainly from higher requirements for international staff in UNAMID owing to step increases, higher actual common staff costs and danger pay and lower than budgeted vacancy rates in UNMISS, UNMIL and UNOCI, as well as for national staff in MINUSTAH and UNIFIL following a revision of the national staff salary scales and in UNOCI and UNMIL following a classification exercise. The additional requirements were offset by reduced requirements in UNMIT owing to a lower deployment of personnel and in UNAMID owing to a significant depreciation of the Sudanese currency, which affected national staff costs.

233. The underexpenditure of $45.5 million under operational costs was principally attributable to lower requirements for air transportation in all missions, owing to a number of factors: delays in the deployment or non-deployment of aircraft, delays in the implementation of airfield services contract and in the mobilization of fuel reserves, lower aircraft rental costs, lower actual cost of fuel and services and lower utilization owing to security conditions. Lower requirements under the medical category of expenditure resulted principally from fewer than budgeted medical evacuations and hospitalizations in UNSOA, and under the other supplies, services and equipment category owing to delays in the implementation of the disarmament, demobilization and reintegration activities in UNOCI and UNAMID.

234. The lower requirements were partly offset by higher expenditure, principally for information technology, owing to indirect costs for the implementation of Umoja in the missions which could not be absorbed within apportioned resources, the deployment of information technology solutions in the Regional Service Centre and additional requirements, mainly in UNAMID for additional sectors and in MONUSCO in connection with the deployment of the intervention brigade. Overexpenditures were also incurred under ground transportation in UNSOA as a result of more movements in liberated areas and support in the new sectors in Somalia, in UNAMID as a result of a new fuel contract and the payment of freight charges for vehicles acquired in 2011/12 and in UNISFA owing to the acquisition of vehicles for troop rotation and as an alternative to the use of helicopters. The higher requirements under naval transportation were principally attributable to the settlement of outstanding charges related to the rental and operation in 2011/12 of vessels in UNIFIL, while the higher requirements in facilities and infrastructure resulted from the deployment of the intervention brigade in MONUSCO and from higher than planned requirements for construction services in UNOCI.

235. The main factors affecting budget performance in each mission are highlighted in table 4.

Table 4
Main factors affecting budget performance

Peacekeeping component	*Main factors affecting budget performance*
MINURSO	97 per cent of the approved resources were utilized for: (i) monitoring the parties' activities to ensure compliance with the ceasefire agreement and facilitate progress towards a political settlement on the status of Western Sahara; (ii) support to confidence-building measures arranged by UNHCR and WFP; and (iii) cooperation with implementing partners in mine detection and clearance operations. Resource utilization was mainly affected by: (a) A higher than budgeted vacancy rate for civilian personnel; (b) The termination of the contract for one fixed-wing aircraft; (c) The depreciation of the Moroccan currency. The reduced requirements were partly offset by: (a) Higher requirements for common staff costs upon the harmonization of conditions of service for staff in the field and the designation of MINURSO as a family duty station; (b) The replacement of information technology equipment and security upgrades.
MINUSMA	97 per cent of the commitment authority was utilized for critical logistical and personnel requirements related to the establishment of the Mission. Resource utilization was mainly affected by a higher actual vacancy rate than anticipated.
MINUSTAH	97 per cent of the approved resources were utilized towards: (i) support to Haiti in strengthening political dialogue and developing a legislative framework to support the rule of law; (ii) enhancing the capacity of the national police and judicial and correctional institutions; (iii) increasing State capacity to protect the rights of vulnerable groups affected by the earthquake; and (iv) supporting the delivery of humanitarian aid and recovery efforts. Resource utilization was mainly affected by: (a) A higher actual vacancy rate for United Nations police than budgeted; (b) Lower requirements for rations, owing to the implementation of a new contract with a lower per-person ceiling rate and the lower feeding strength; and lower costs for warehousing, transportation and refrigeration costs;

Peacekeeping component	*Main factors affecting budget performance*
	(c) The closure of camps in connection with the partial drawdown of troops, resulting in lower requirements for facilities and infrastructure; (d) The reconfiguration of the regular flight schedules and a reduction in military operations resulting from the improved security situation, leading to lower rental and operation of helicopters; (e) The cancellation of multimedia contracts with the United Nations Office for Project Services and the cancellation of outreach television production owing to non-compliance with the contract on the part of the vendor, resulting in lower communications expenditure. The underexpenditures were partly offset by: (a) Higher costs for the rotation of military contingent personnel and higher serviceability and repatriation of contingent-owned equipment; (b) A revision of the national staff salary scales.
MONUSCO	99.9 per cent of the approved resources were utilized for: (i) the establishment of security and the protection of civilians; (ii) stabilization of conflict-inflicted areas; (iii) support for justice, security and human rights; and (iv) democratic institutions and the consolidation of peace. Resource utilization was mainly affected by: (a) The deployment of a dedicated intervention brigade as decided by the Security Council in its resolution 2098 (2013); (b) An increase in the monthly danger pay rates, effective April 2012. The overexpenditures were partly offset by reduced air transportation costs mainly attributable to: (a) Delays in the implementation of the commercial airfield services contract; (b) The delayed deployment of one aircraft, and lower rental costs for 3 aircraft; (c) Delays in the establishment of a fuel turnkey contract in Entebbe and in the mobilization of aviation fuel reserves at N'Djili airport.
UNAMID	97.7 per cent of the approved resources were utilized to support: (i) the implementation of the Doha Document for Peace in Darfur and any subsequent agreements; (ii) the improvement of security conditions in Darfur; (iii) the enhancement of the rule of law, governance and the protection of human rights; and (iv) a gradual transition from humanitarian relief to early recovery and development assistance in Darfur. Resource utilization was mainly affected by: (a) The fact that the anticipated large-scale repatriation of contingent-owned equipment during the reporting period owing to the drawdown of troops did not materialize;

Peacekeeping component	*Main factors affecting budget performance*
	(b) A significant depreciation of the Sudanese currency against the United States dollar, leading to lower expenditure related to national staff; (c) The non-deployment of one fixed-wing aircraft and lower costs for inspection and certification of airport works. The underexpenditures were partly offset by: (a) Higher than planned payments of mission subsistence allowance to United Nations police; (b) The acquisition of additional information technology equipment for the virtual desktop infrastructure project the implementation of Umoja and the UNOAU office in Addis Ababa, as well additional information technology contractors deployed to the new sectors.
UNDOF	100 per cent of the approved resources were utilized to maintain the ceasefire and ensure that it is observed, as prescribed in the Protocol to the Agreement on Disengagement between Israeli and Syrian forces and in accordance with Security Council resolution 350 (1974). Resource utilization was mainly affected by: (a) Lower military costs owing to the rationalization of food requirements and to a higher actual vacancy rate for military contingent personnel; (b) Lower international staff expenditure owing to reduced requirements for danger pay resulting from the relocation of staff from the Bravo side to the Alpha side and lower encumbrance of temporary positions. The underexpenditures were in part offset by: (a) The acquisition of additional armoured personnel carriers to transport personnel through hazardous zones in the mission area, and spare parts to maintain the fleet of vehicles; (b) The acquisition of a mobile generator workshop; (c) Higher travel costs due to the deployment of staff on temporary duty assignment in light of the security situation.
UNFICYP	99.1 per cent of the approved resources were utilized for: (i) maintaining the stability of the buffer zone; and (ii) support for the ongoing political negotiations for a Cyprus settlement. Resource utilization was mainly affected by: (a) Higher expenditure for entitlements for national staff separating from the Organization; (b) Requirements related to the implementation of Umoja, for which no provision had been made;

Peacekeeping component	*Main factors affecting budget performance*
	(c) Higher than budgeted average vacancy rates for United Nations police and national staff. The additional requirements were partly offset by lower rotation costs for contingent personnel.
UNIFIL	100 per cent of the approved resources were utilized for: (i) the continued monitoring of the cessation of hostilities; (ii) assisting the Lebanese Armed Forces in maintaining their area of operations free of any unauthorized armed personnel, assets and weapons; and (iii) coordinated operational activities with the Lebanese Armed Forces. Resource utilization was mainly affected by a higher actual vacancy rate for military contingent personnel. The lower requirements were partly offset by additional requirements for: (a) Salaries and related costs for national staff resulting from a revision of national salary scales; (b) The settlement of outstanding charges related to the rental and operation of vessels in the Maritime Task Force in the 2011/12 period; (c) The enhancement of existing information technology systems in support of the implementation of IPSAS and Umoja.
UNISFA	100 per cent of the approved budget was used to maintain a stable security environment in the Abyei area and the operationalization of the mission's conflict mitigation strategy. Resource utilization was mainly affected by lower than planned reimbursement for contingent-owned equipment and a lower than planned deployment of United Nations police. The underexpenditure was partly offset by: (a) Higher expenditure for freight and for the mobilization of fuel; (b) The acquisition of additional prefabricated units for construction at operating bases; (c) The upgrade of communications equipment to a digital radio system in line with neighbouring missions; (d) A higher than planned incumbency of international staff, resulting in part from the relaxation of visa restrictions.
UNMIK	95.2 per cent of the approved resources were utilized for: (i) advancing regional stability in the western Balkans and ensuring conditions for a peaceful and normal life for all inhabitants of Kosovo; (ii) facilitating the resolution of issues related to the reconciliation of Kosovo's communities; (iii) promoting dialogue between Belgrade and Pristina; and (iv) support to the rule of law. Resource utilization was mainly affected by a higher average vacancy rate for international staff, partly offset by information technology requirements.

Peacekeeping component	*Main factors affecting budget performance*
UNMIL	100 per cent of the approved resources were utilized for: (i) the completion of the first phase of the three-phased military drawdown process and the deployment of the first of three additional formed police units in accordance with Security Council resolution 2066 (2012); and (ii) provision of continued support to the Government of Liberia with respect to the institutionalization of security sector reforms and related planning for the further development of national security institutions. Resource utilization was mainly affected by: (a) A lower volume of freight of contingent-owned equipment transported at a lower unit cost; (b) A lower actual strength of military contingent personnel; (c) A lower cost of repatriation travel with respect to military contingents; (d) A lower flight hours utilization. The lower requirements were partly offset by: (a) A lower actual vacancy rate for international staff and higher common staff costs, as well as retroactive payments in respect of the classification of field service posts; (b) Additional requirements for national staff mainly owing to higher within-grade levels of national staff combined with the mission's classification exercise, including retroactive payments for prior periods; (c) The deployment of one of three additional formed police units as authorized by the Security Council in its resolution 2066 (2012).
UNMISS	99.9 per cent of the approved resources were utilized for: (i) peace consolidation and extension of State authority; (ii) conflict mitigation and protection of civilians; (iii) capacity-building; and (iv) human rights. Resource utilization was mainly affected by the non-deployment or delayed deployment of contingent-owned equipment. The lower requirements were partly offset by: (a) A higher than budgeted deployment rate of civilian staff; (b) The hiring of individual contractors for security services; (c) The replacement of information technology equipment and requirements for implementation of Umoja.
UNMIT	100 per cent of the approved resources were utilized for advancing the security and stability of an independent Timor-Leste and the consolidation of the Mission's legacy, as well as finalizing activities of the mission.

Peacekeeping component	*Main factors affecting budget performance*
	Resource utilization was mainly affected by: (a) The drawdown and liquidation of the Mission; (b) Lower requirements for the repatriation of formed police units and their equipment resulting from combining travel and freight in the chartered flights. The underexpenditures were partly offset by separation and termination costs for civilian personnel.
UNOCI	99.7 per cent of the approved resources were utilized for the re-establishment of a safe and secure environment in Côte d'Ivoire. Resource utilization was mainly affected by lower requirements for disarmament, demobilization and reintegration activities, as the implementation was slower than planned. The underexpenditures were partly offset by: (a) A later than planned reduction of military contingents owing to the security situation; (b) A lower than planned vacancy rate for international staff; (c) Higher requirements for national staff following a classification exercise; (d) Higher than planned requirements for construction services, including the construction of the second phase of the Yopougon logistics base.
UNSOA	94.4 per cent of the approved resources were utilized for logistical support to AMISOM. Resource utilization was mainly affected by: (a) The non-deployment of the authorized 12 rotary wing aircraft; (b) Lower costs for rations resulting from a lower actual per-person ceiling rate, the non-establishment of a fully operational warehouse by a contractor and lower than estimated costs for refrigeration, as well as for travel on emplacement, rotation and repatriation of military personnel resulting from the use of the Transportation and Movements Integrated Control Centre; (c) Fewer than budgeted medical evacuations and hospitalizations. The underexpenditures were partly offset by: (a) Increased requirements under ground transportation as a result of more movements in liberated areas and support in the new sectors in Somalia; (b) Higher requirements under facilities and infrastructure to support the operations in Somalia.

Peacekeeping component	*Main factors affecting budget performance*
UNSMIS	**79.4 per cent of the commitment authority was utilized for the establishment of the Mission.** **Resource implementation was mainly affected by:** **(a) The phased drawdown and repatriation of military observers;** **(b) The deployment of an average of 6 international staff and 36 national staff;** **(c) Lower actual requirements in vehicles, communication and medical and other supplies, services and equipment than budgeted; partly offset by increased requirements in official travel and information technology.**
UNLB	**100 per cent of the approved resources were utilized for increased efficiency and effectiveness of administrative, logistical and information and communications technology support provided to peacekeeping missions, other field operations and the Global Service Centre.** **Resource utilization was mainly affected by:** **(a) The completion of a major information technology project and the electrification of the logistics sector, which were planned for the prior financial period but actually done in 2012/13;** **(b) Additional requirements for the preparation for implementation of Umoja in peacekeeping operations.** **The overexpenditure was partly offset by lower than budgeted common staff costs.**
Support account	**99.6 per cent of the approved resources were utilized for backstopping and supporting peacekeeping operations.** **Resource utilization was mainly affected by underexpenditures, principally for consultants, official travel and information technology, which were partly offset by overexpenditure under post resources.**

236. Information on planned and actual vacancy rates for each operation for the performance period is shown in table 5.

Table 5
Planned and actual vacancy rates for the period 2012/13

Peacekeeping component	*Category of staff*	*Number of posts*		*Vacancy rate (percentage)*	
		Authorized	*Actual average*	*Planned*	*Actual*
MINURSO	International	100	94	2.0	6.0
	National	174	164	5.0	5.7
	United Nations Volunteers	16	13	2.0	18.8
	Temporary national	2	2	–	–
MINUSTAH	International	475	425	10.0	10.6
	National	1 287	1 215	6.2	5.6
	United Nations Volunteers	225	198	8.0	11.8
	Temporary international	31	27	30.0	13.7
	Temporary national officers	107	104	10.0	2.9
MONUSCO	International	1 068	938	12.0	12.2
	National	2 960	2 755	5.4	6.9
	United Nations Volunteers	638	559	10.0	12.4
	Temporary international	52	46	25.0	11.5
	Temporary national officers	219	163	7.2	25.6
UNAMID	International	1 263	1 068	15.0	15.5
	National	3 361	2 909	13.0	13.4
	United Nations Volunteers	616	449	20.0	27.1
	Temporary international	22	16	20.0	27.3
	Temporary national	15	13	25.0	13.3
UNDOF	International	46	42	10.0	8.7
	National	110	101	6.0	8.2
	Temporary international	2	1	–	50.0
UNFICYP	International	38	38	5.0	–
	National	112	106	2.0	5.4
UNIFIL	International	370	331	10.0	10.5
	National officers	717	653	9.4	8.9
	Temporary international	3	3	–	–
UNISFA	International	127	91	39.0	18.8
	National	89	54	38.0	28.0
	United Nations Volunteers	32	7	30.0	78.1
UNMIK	International	162	133	10.0	17.9
	National	239	234	1.2	1.4
	United Nations Volunteers	28	26	8.0	7.1
	Temporary national	1	1	–	–

Peacekeeping component	*Category of staff*	*Number of posts*		*Vacancy rate (percentage)*	
		Authorized	*Actual average*	*Planned*	*Actual*
UNMIL	International	513	455	12.0	11.3
	National	1 064	979	5.7	8.0
	United Nations Volunteers	237	219	9.0	7.6
	Temporary international	2	2	–	–
	Temporary national	1	1	–	–
UNMISS	International	971	796	20.0	18.0
	National	1 618	1 349	22.3	16.6
	United Nations Volunteers	560	385	20.0	31.3
	Temporary international	47	34	35.0	27.7
	Temporary national	18	12	35.0	33.3
UNOCI	International	445	409	15.0	8.1
	National	808	757	5.4	6.3
	United Nations Volunteers	189	182	5.0	3.7
	Temporary international	6	9	15.0	(50.0)
	Temporary national	14	14	5.0	–
UNSOA	International	223	194	19.7	13.0
	National	152	122	17.8	19.7
UNLB	International	130	110	17.0	15.4
	National	287	269	6.0	6.3
	Temporary national	6	4	25.0	33.3
Support account	International	1 269	1 152	13.4	11.0
	National	24	24	–	–
	United Nations Volunteers	1	–	7.9	100.0
	Temporary international	135	121	20.3	10.3
Total[a]	**International**	**7 200**	**6 276**	**14.4**	**11.9**
	National	**13 002**	**11 691**	**10.1**	**9.4**
	United Nations Volunteers	**2 542**	**2 012**	**14.1**	**18.6**
	Temporary international	**298**	**258**	**24.0**	**9.2**
	Temporary national	**383**	**320**	**10.7**	**8.6**
Subtotal		**23 425**	**20 557**	**12.0**	**12.2**
MINUSMA		540	18	–	96.7
UNMIT		1 228	603	–	50.9
UNSMIS		228	42	–	81.6
Total		**25 421**	**21 220**		

[a] Excludes MINUSMA and UNSMIS, which were based on a commitment authority for a few months only, and UNMIT, whose mandate was not extended beyond 31 December 2012.

B. Management initiatives

237. Information on management initiatives for the financial period 2012/13 is presented in tables 6 and 7.

Table 6
Status of implementation of the management initiatives planned for 2012/13

Peacekeeping component	*Initiatives and efficiency gains to be implemented in 2012/13 (see A/66/679)*	*Status of implementation*
MONUSCO	**Environmental initiative**	
	Increased utilization of solar equipment in Kamina, Bukavu, Uvira, Kassesse and Bunia	Implemented in Bukavu, Uvira and Bunia. Kassesse office is closed and equipment had been dismantled and redirected to Dungu instead
	Fuel management	
	Synchronization of generators	Implemented. Synchronization of generators completed in Kinshasa and in Bunia camps
UNAMID	**Environmental initiative**	
	Enhancement of environmental initiatives by reducing the fossil fuel consumption and production of 1 million seedlings	Partially implemented. A total of 202,672 seedlings were planted. It is planned to reach the target of 1 million seedlings during the 2013/14 period
	Maintenance strategy	
	Implementation of preventive maintenance strategy for vehicles, water purification equipment and septic tanks	Implemented
UNDOF	**Fuel management**	
	Reduction of generator fuel consumption through a programme of improving the insulation of all facilities and switching to renewable power sources	Implemented
	Maintenance strategy	
	Reduction of vehicle maintenance costs by adjusting intervals between oil changes from current 5,000 km to 10,000 km, in keeping with the manufacturer's recommendations	Implemented
UNFICYP	**Energy and water management**	
	Extension of the energy and water conservation pilot project to 6 additional locations	Implemented

Peacekeeping component	*Initiatives and efficiency gains to be implemented in 2012/13 (see A/66/679)*	*Status of implementation*
UNMIK	**Environmental initiative**	
	Initiatives to mitigate the environmental impact of the Mission's activities through a sewage treatment plant	Implemented
	Energy management	
	Replacement of 40 security mercury lights with the solar lighting system in three locations	Partially implemented. 20 solar lights were installed
UNSOA	**Environmental initiative**	
	Development of a waste management programme which includes waste separation, collection, processing, incineration and ash land-filling activities, as well as processing of liquid waste through wastewater treatment facilities, composting of biodegradable waste and recycling and treatment of hazardous and medical waste	Implemented — 2 waste management facilities in Mogadishu

Table 7
Additional management initiatives in 2012/13

Peacekeeping component	*Additional management initiatives*
UNAMID	Installation of 126 solar water heaters and 4 solar driven borehole pumps. Solar energy was used in support of the VSAT hub and microwave and radio repeater stations
UNDOF	Implementation of the new global systems contract for rations and water, eliminating use of 8 local contracts, resulting in a more streamlined rations management process
	Decommissioning of the satellite earth stations to eliminate requirements for satellite transponder charges
UNMIK	Procurement of spare parts for vehicle maintenance at lower costs through United Nations system contracts
	Consolidation of information technology system and increased use of virtual technology
UNMISS	Reconfiguration of the aircraft fleet with the introduction of a fixed-wing aircraft with short take-off and landing capability for passenger and cargo transportation
Support account	Increased use of electronic distribution of training materials minimizing the need for printing services and associated costs

V. Proposed resources for the period from 1 July 2014 to 30 June 2015

238. The total proposed resource requirements for peacekeeping operations for the financial period from 1 July 2014 to 30 June 2015, inclusive of UNLB and the support account, are currently estimated at $7,423.1 million, excluding voluntary contributions in kind.

239. Tables 8 and 9 present the proposed requirements for the 2014/15 financial period by peacekeeping component and class of expenditure, respectively.

Table 8

Proposed requirements for the 2014/15 period by component

(Thousands of United States dollars; budget year is from 1 July to 30 June)

Peacekeeping component	*Apportionment (2013/14)*	*Proposed budget (2014/15)*[a]	*Variance*	
			Amount	*Percentage*
MINURSO	58 404.0	54 019.3	(4 384.7)	(7.5)
MINUSMA	602 000.0	812 724.0	210 724.0	35.0
MINUSTAH	576 619.0	512 041.4	(64 577.6)	(11.2)
MONUSCO	1 453 358.0	1 380 028.9	(73 329.1)	(5.0)
UNAMID	1 335 248.0	1 244 690.0	(90 558.0)	(6.8)
UNDOF	60 654.5	62 417.1	1 762.6	2.9
UNFICYP	55 376.0	55 751.8	375.8	0.7
UNIFIL	492 622.0	488 946.3	(3 675.7)	(0.7)
UNISFA	329 108.6	328 210.6	(898.0)	(0.3)
UNMIK	44 953.0	42 768.1	(2 184.9)	(4.9)
UNMIL	476 277.0	433 483.2	(42 793.8)	(9.0)
UNMISS	924 426.0	599 319.1	(325 106.9)	(35.2)
UNOCI	584 487.0	512 590.3	(71 896.7)	(12.3)
UNSOA	435 801.0	497 210.2	61 409.2	14.1
Subtotal, missions	**7 429 334.1**	**7 024 200.3**	**(405 133.8)**	**(5.5)**
UNLB	68 517.0	71 485.9	2 968.9	4.3
Support account[b]	327 425.8	327 370.9	(54.9)	–
Subtotal, resources	**7 825 276.9**	**7 423 057.1**	**(402 219.8)**	**(5.1)**
Voluntary contributions in kind (budgeted)	6 373.1	4 632.1	(1 741.0)	(27.3)
Total resources	**7 831 650.0**	**7 427 689.2**	**(403 960.8)**	**(5.2)**

[a] For UNMISS, based on request for commitment authority for six months.

[b] Inclusive of requirements for enterprise resource planning in the amounts of $18,668,800 for 2013/14 and $20,054,700 for 2014/15.

Table 9

Proposed requirements for the 2014/15 period by class of expenditures

(Thousands of United States dollars; budget year is from 1 July to 30 June)

			Variance	
	Apportionment[a] (2013/14)	Cost estimates[a] (2014/15)	Amount	Percentage
Category	(1)	(2)	(3)=(2)-(1)	(4)=(3)÷(1)
Military and police personnel				
Military observers	100 846.4	94 655.4	(6 191.0)	(6.1)
Military contingents	2 685 008.2	2 490 664.4	(194 343.8)	(7.2)
United Nations police	297 978.2	267 305.0	(30 673.2)	(10.3)
Formed police units	243 498.1	254 956.2	15 458.1	6.3
Subtotal	**3 327 330.9**	**3 107 581.0**	**(219 749.9)**	**(6.6)**
Civilian personnel				
International staff	1 288 809.0	1 222 939.3	(65 869.7)	(5.1)
National staff	354 767.0	348 143.6	(6 623.4)	(1.9)
United Nations Volunteers	103 987.6	84 965.3	(19 022.3)	(18.3)
General temporary assistance	56 543.6	43 946.2	(12 597.4)	(22.3)
Government-provided personnel	16 180.2	15 230.2	(950.0)	(5.9)
Subtotal	**1 820 287.4**	**1 715 224.6**	**(105 062.8)**	**(5.8)**
Operational costs				
Civilian electoral observers	–	–	–	–
Consultants	14 077.4	13 916.5	(160.9)	(1.1)
Official travel	50 644.8	50 892.5	247.7	0.5
Facilities and infrastructure	726 960.8	798 015.4	71 054.6	9.8
Ground transportation	203 750.7	180 338.9	(23 411.8)	(11.5)
Air transportation	958 390.8	811 541.6	(146 849.2)	(15.3)
Naval transportation	54 145.6	43 608.5	(10 537.1)	(19.5)
Communications	161 812.1	174 190.1	12 378.0	7.6
Information technology	101 305.3	127 241.0	25 935.7	25.6
Medical	37 044.9	35 756.5	(1 288.4)	(3.5)
Special equipment	178.1	2 383.4	2 205.3	12.3
Other supplies, services and equipment	334 604.3	319 893.4	(14 710.9)	(4.4)
Quick-impact projects	16 075.0	22 419.0	6 344.0	39.5
Subtotal	**2 658 989.8**	**2 580 196.8**	**(78 793.0)**	**(3.0)**

	Apportionment[a] (2013/14)	Cost estimates[a] (2014/15)	Variance	
			Amount	Percentage
Category	*(1)*	*(2)*	*(3)=(2)-(1)*	*(4)=(3)÷(1)*
Enterprise resource planning project	18 668.8	20 054.7	1 385.9	7.4
Total	**7 825 276.9**	**7 423 057.1**	**(402 219.8)**	**(5.1)**
Staff assessment income	165 467.6	149 967.7	(15 499.9)	(9.4)
Net requirements	**7 659 809.3**	**7 273 089.4**	**(386 719.9)**	**(5.0)**
Voluntary contributions in kind (budgeted)	6 373.1	4 632.1	(1 741.0)	(27.3)
Total requirements	**7 831 650.0**	**7 427 689.2**	**(403 960.8)**	**(5.2)**

[a] Reflects the realignment of resources for government-provided personnel from the operational costs group to the civilian personnel group of expenditure, and the realignment of resources for the self-sustainment of uniformed personnel from the operational costs group to the military and police personnel group of expenditure.

240. The reduction of $219.7 million under military and police personnel is mainly attributable to: (a) the six-month commitment authority proposed for UNMISS; (b) a reduction of the military and police components of UNOCI, UNMIL, MINUSTAH and UNAMID pursuant to Security Council resolutions 2112 (2013), 2066 (2012), 2119 (2013) and 2063 (2012); and (c) the exclusion of the provision for the supplemental payment to troop- and formed police-contributing countries which was approved by the General Assembly for the 2013/14 period. The lower requirements are partly offset by the deployment of the intervention brigade in MONUSCO, pursuant to Security Council resolution 2098 (2013), an increase in the authorized strength of AMISOM, pursuant to Security Council resolution 2124 (2013), and the full deployment of military personnel in UNISFA.

241. The lower requirements of $105.1 million under civilian personnel are mainly due to: (a) the six-month commitment authority proposed for UNMISS; and (b) an overall proposed net reduction of 895 civilian personnel posts and positions in 9 peacekeeping missions, pursuant to civilian staffing reviews and reductions in military and civilian personnel components, partly offset by the planned deployment of the civilian staffing complement of MINUSMA for the full 12 months in 2014/15.

242. The lower requirements of $78.8 million under operational costs are principally due to: (a) the six-month commitment authority proposed for UNMISS; (b) the reductions achieved by all the Missions (except for UNSOA owing to the increase of the AMISOM troop strength), owing mainly to lower requirements for air transportation following reconfiguration of the aircraft fleets of a number of missions. The reduced requirements are partly offset by: (a) the completion of full capacity of MINUSMA; and (b) communications and information technology requirements to support Umoja and other technology systems in the field, as further explained below.

243. To successfully sustain the implementation of Umoja and all other enterprise applications deployed in the field requires investment in communications and information technology as well as travel costs, in the total amount of $37.3 million for the period 2014/15. This provision has been included in the proposed budget of

each peacekeeping mission. These costs relate to the basic services for the implementation of Umoja and all other enterprise applications deployed. The above-mentioned resources are required to provide key infrastructure upgrades and establish support capacities for the deployment of all Umoja and other enterprise applications. The breakdown of the requirements by category of expenditure is presented in table 10 and the apportionment by mission in table 11.

Table 10

Estimated additional information and communications technology resources for 2014/15 by category of expenditure

(Thousands of United States dollars; budget year is from 1 July to 30 June)

Category	*Cost estimates (2014/15)*
Information technology	
Support services	12 537.6
Equipment	4 662.1
Licenses	2 781.2
Spare parts	191.3
Communications technology	
Commercial communications	11 102.2
Equipment	4 802.0
Travel	
Training	1 000.0
Non-training	200.0
Total	**37 276.3**

Table 11

Estimated additional information and communications technology resources for 2014/15 by peacekeeping operation

(Thousands of United States dollars; budget year is from 1 July to 30 June)

Peacekeeping component	*Cost estimates (2014/15)*
MINURSO	372.8
MINUSMA	2 423.0
MINUSTAH	2 423.0
MONUSCO	6 150.6
UNAMID	6 150.6
UNDOF	372.8
UNFICYP	372.8
UNIFIL	2 423.0
UNISFA	2 423.0
UNMIK	372.8
UNMIL	2 423.0
UNMISS	6 150.6

Peacekeeping component	*Cost estimates (2014/15)*
UNOCI	2 423.0
UNSOA	2 423.0
UNLB	372.8
Total	**37 276.3**

244. The requirements shown under communications are for infrastructure upgrades and support to provide secure and accelerated user access to all enterprise and peacekeeping-specific applications deployed in the enterprise data centres in Valencia and Brindisi, including Umoja, iNeed and Inspira. This requirement includes a new satellite communications access platform with additional capacity/bandwidth and thin client and network/application acceleration solutions to meet performance requirements for all peacekeeping users, particularly in low-bandwidth locations. These investments will be utilized to enhance the performance of not just Umoja, but all other enterprise applications deployed in the enterprise data centres.

245. The requirements under information technology are for the acquisition of information technology equipment to leverage already installed capacity from previous investments and include additional hardware, licenses and services for storage and backup, firewalls, access layer switches and servers. These investments will be utilized for Umoja as well as by all other enterprise and peacekeeping applications deployed in the enterprise data centres.

246. The non-infrastructure costs to support applications for peacekeeping are also shown under information technology. While the costs of data management services are viewed as part of a department's operation costs, the Department of Field Support finds it necessary to make a separate provision for these costs. The resources will provide for services including data conversion, cleansing and integration that will be required to ensure that data are accurately converted from legacy systems and interfaced to other applications that are ancillary to Umoja. Service desk services, including for tier 2 support, will be required to log, analyse, resolve and escalate Umoja-related production support incidents and new-user access requests utilizing previous investments in the already deployed enterprise solution for customer relationship management (iNeed). Information management services, including for business intelligence and reporting, will be required to produce information for management that will enable the full transformational value of the implementation of Umoja to be realized.

247. It should be noted that, although no provision had been made in previous financial periods in the budgets of peacekeeping operations for the infrastructure to support Umoja and other enterprise systems, funds in the total amounts of $3 million, $13.2 million and $10.8 million were redeployed in 2011/12, 2012/13 and 2013/14, respectively, to cover these requirements within approved resources. However, the Secretariat is proposing to budget the estimated cost of providing the required information and communications technology infrastructure for 2014/15 on the basis of information now available, and taking into account the recommendation of the Board of Auditors in its report A/68/5 (Vol. II).

248. Table 12 provides the main factors affecting the changes in resource requirements for the 2014/15 period, compared with the 2012/13 period.

Table 12
Main factors for variances in resource requirements

Peacekeeping component	*Main factors for variance*
MINURSO	Decrease of $4.4 million (7.5 per cent) resulting from: (a) The proposed abolishment of 14 posts and nationalization of 4 international posts; (b) The lower market costs for the rental and operation of aircraft. The lower requirements are partially offset by: (a) The replacement of vehicles and communication and information technology equipment; (b) An allocation for the requirements to support Umoja and other technology systems in the field.
MINUSMA	Increase of $210.7 million (35.0 per cent) resulting from the completion of full operational capacity of the Mission in 2014/15.
MINUSTAH	Decrease of $64.6 million (11.2 per cent) resulting from: (a) The reduction in the authorized strength of the Mission pursuant to Security Council resolution 2119 (2013); (b) A reduction in the civilian personnel strength of the Mission; (c) Reduced installation of generators owing to the implementation of a revised utilities contract, lower actual costs of security guards and lower requirements for solid waste and sewage disposal thanks to the Mission's recycling initiatives.
MONUSCO	Decrease of $73.3 million (5.0 per cent) resulting from: (a) The exclusion of a provision for supplemental payments to troop- and formed police personnel-contributing countries, which was approved by the General Assembly until 30 June 2014; (b) The abolishment of posts as a result of the movement of the Mission's operations to the eastern Democratic Republic of the Congo and the transfer of functions to other United Nations entities; (c) A comprehensive review of the MONUSCO air fleet and air operations.
UNAMID	Decrease of $90.6 million (6.7 per cent) resulting from: (a) A lower planned deployment of military and police personnel and lower unit costs for rations; (b) A net decrease of 251 posts and positions due to the implementation of the recommendations of the civilian staffing review; (c) The reconfiguration of air transportation assets with a reduction of 3 aircraft.

Peacekeeping component	*Main factors for variance*
	The lower requirements are offset in part by: (a) Higher requirements for fuel resulting from higher consumption and an increase in costs; (b) Provision made for the indirect costs related to the deployment of Inspira in the field.
UNDOF	Increase of $1.8 million (2.9 per cent) resulting from: (a) The deployment of 34 additional military contingent personnel in light of the prevailing security situation; (b) A lower proposed vacancy rate for international staff compared to the 2013/14 period. The higher requirements are offset in part by reduced requirements for construction services, alteration and renovation services, personal protection and training for newly deployed military personnel already provisioned in the 2013/14 budget.
UNFICYP	Increase of $0.4 million (0.7 per cent) resulting from: (a) Higher costs in dollar terms, in particular national staff costs, owing to exchange rate variations between the euro and the United States dollar; (b) An allocation for the requirements to support Umoja and other technology systems in the field; (c) Higher air transportation requirements owing to updated provisions of the letter-of-assist arrangements with a troop-contributing country.
UNIFIL	Decrease of $3.9 million (0.8 per cent) resulting from: (a) A proposed net reduction of 39 international and 41 national posts; (b) Decreased requirements for facilities and infrastructure, ground transportation, naval transportation and other supplies, services and equipment, offset in part by higher estimated requirements for contingent-owned major equipment and self-sustainment, based on actual expenditure in 2012/13. The lower requirements are partly offset by: (a) A higher provision for rations taking into account historical exchange rate fluctuations of the euro in relation to the United States dollar; (b) An increase in the cost of travel per contingent person on emplacement, rotation and repatriation; (c) A provision made for the prorated share for Umoja indirect costs related to communications and information technology.

Peacekeeping component	*Main factors for variance*
UNISFA	Decrease of $0.8 million (0.3 per cent) resulting from: (a) Reduced requirements for the mission's construction programme; (b) Reduced requirements for air transportation as a result of a reconfiguration of the fleet. The lower requirements are partly offset by: (a) Deployment of the full strength of military contingent personnel over the course of the year; (b) Increased deployment of civilian staff; (c) Increased requirements for mine action services.
UNMIK	Decrease of $2.2 million (4.9 per cent) resulting from a proposed net reduction of 16 international posts and 1 United Nations Volunteer position, partly offset by a net increase of 14 national posts.
UNMIL	Decrease of $42.8 million (9.0 per cent) resulting from: (a) The drawdown of the military component of the mission pursuant to Security Council resolution 2066 (2012); (b) A proposed reduction in the civilian staffing establishment of the mission; (c) A reduction of the aircraft fleet of the mission.
UNMISS	Submission of the proposed 2014/15 budget is delayed owing to the evolving situation on the ground.
UNOCI	Decrease of $71.8 million (12.3 per cent) attributable to: (a) A reduction in military contingent personnel from 8,645 to 6,945; (b) A reduction in the civilian personnel strength following the conduct of a civilian staffing review; (c) A reduction of the fleet of aircraft of the mission; (d) Lower construction costs due to the completion of the Yopougon base.
UNSOA	Increase of $61.0 million (14.0 per cent) resulting from: (a) An increase in the authorized strength of AMISON by 4,395 uniformed personnel, from 17,731 to 22,126, in accordance with Security Council resolution 2124 (2013); (b) The provision of administrative, financial and technical support services to UNSOM, as UNSOA is now part of the integrated framework of the new special political mission; (c) Additional operational requirements owing mainly to the increase in all areas of support in response to the increase of AMISOM force strength.

Peacekeeping component	*Main factors for variance*
UNLB	Increase of $3.0 million (4.3 per cent) resulting from: (a) The application of lower vacancy factors for civilian posts compared to the 2013/14 vacancy factors budgeted; (b) An increase by 10 points of the post-adjustment multiplier for Brindisi; (c) A proposed net increase of five posts.
Support account	Decrease of $0.6 million resulting from: (a) Provisions that were made in the 2013/14 period for the triennial meeting of the Working Group on Reimbursement of Contingent-Owned Equipment, as well as one-time costs for the establishment of new posts and temporary positions in 2013/14, that are not included in the 2014/15 budget; (b) Lower estimated common staff costs, based on actual expenditure. The lower requirements are partly offset by a higher support-account share of the resources required for the enterprise resource planning system (Umoja) and a proposed establishment of five new posts.

249. Table 13 provides information on the approved number of posts and temporary positions for the 2013/14 period and the proposed number of posts and temporary positions for the 2014/15 period.

Table 13
Proposed civilian staffing

	Approved 2013/14				*Proposed 2014/15*[a]				*Variance*	
Peacekeeping component	*Posts*	*Temporary positions*	*UNV*	*Total*	*Posts*	*Temporary positions*	*UNV*	*Total*	*Number*	*Percentage*
MINURSO	275	1	16	292	262	–	16	278	(14)	(4.8)
MINUSMA	1 451	2	145	1 598	1 459	2	148	1 609	11	0.7
MINUSTAH	1 738	4	195	1 937	1 637	5	153	1 795	(142)	(7.3)
MONUSCO	4 032	257	636	4 925	3 814	203	524	4 541	(384)	(7.8)
UNAMID[b]	4 235	25	520	4 780	4 069	120	340	4 529	(251)	(5.3)
UNDOF	156	12	–	168	156	12	–	168	–	–
UNFICYP	150	–	–	150	150	–	–	150	–	–
UNIFIL	1 046	–	–	1 046	966	–	–	966	(80)	(7.6)
UNISFA	257	16	37	310	257	15	37	309	(1)	(0.3)
UNMIK	346	–	28	374	344	–	27	371	(3)	(0.8)
UNMIL	1 440	–	237	1 677	1 386	–	237	1 623	(54)	(3.2)
UNMISS	2 712	56	570	3 338	2 712	56	570	3 338	–	–
UNOCI	1 257	16	189	1 462	1 207	0	178	1 385	(77)	(5.3)

Peacekeeping component	*Approved 2013/14*				*Proposed 2014/15*[a]				*Variance*	
	Posts	*Temporary positions*	*UNV*	*Total*	*Posts*	*Temporary positions*	*UNV*	*Total*	*Number*	*Percentage*
UNSOA	400	1	–	401	470	2	17	489	88	21.9
UNLB	414	6	–	420	419	6	–	425	5	1.2
Support account	1 292	143	–	1 435	1 341	101	–	1 442	7	0.5
Total	**21 201**	**539**	**2 573**	**24 313**	**20 649**	**522**	**2 247**	**23 418**	**(895)**	**(3.7)**

[a] For UNMISS, based on 2013/14 approved civilian staffing.

[b] Excludes 1 P-5 (Senior Field Security Coordination Officer) funded through a cost-sharing arrangement with the United Nations country team.

250. Table 14 highlights the main factors for variances in civilian staffing requirements for 2014/15 compared to 2013/14.

Table 14
Main factors for variances in civilian staffing requirements

Peacekeeping component	*Number of posts (variance)*	*Number of temporary positions (variance)*	*Number of United Nations Volunteers (variance)*	*Main factors for variance*
MINURSO	(13)	(1)	–	Abolishment of 14 posts, mainly in the support component, following review of the support functions, nationalization of 4 international posts and conversion of 1 national general temporary assistance position to a post in view of the long-term nature of the duties
MINUSMA	8	–	3	To enhance service delivery, particularly in the northern region
MINUSTAH	(101)	1	(42)	Continued downsizing of the mission's operations and restructuring of its civilian component
MONUSCO	(216)	(54)	(114)	Abolishment of posts as a result of the movement of the mission's operations to the eastern Democratic Republic of the Congo and the transfer of functions to other United Nations entities
UNAMID	(166)	95	(180)	Civilian staffing review
UNDOF	–	–	–	No variance
UNFICYP	–	–	–	Nationalization of 1 international post
UNIFIL	(80)	–	–	Reconfiguration of the Mission Support Division in a shift to a supply-chain model and centralized warehousing, integrated transport and shared regional services as well as building national capacity
UNISFA	–	(1)	–	Discontinuation of 1 general temporary assistance position which was established in 2013/14 to assist with Umoja and IPSAS implementation

Peacekeeping component	*Number of posts (variance)*	*Number of temporary positions (variance)*	*Number of United Nations Volunteers (variance)*	*Main factors for variance*
UNMIK	(2)	–	(1)	Restructuring of the support component resulting in a net reduction of 16 international posts and 2 United Nations Volunteer positions, and a net increase of 6 national posts. In addition, establishment of 8 national posts and 1 United Nations Volunteer position in order to strengthen the mission's substantive delivery.
UNMIL	(54)	–	–	Realignment of the mission support functions to adopt a supply-chain pillar and streamlining of the public information and civil affairs components
UNMISS	–	–	–	
UNOCI	(50)	(16)	(11)	A civilian staffing review with a focus on national capacity-building
UNSOA	70	1	17	Transfer of functions from UNSOM and establishment of additional posts mainly related to the increase of AMISOM uniformed personnel as authorized by Security Council resolution 2124 (2013)
UNLB	5	–	–	Consolidation of geospatial information system functions currently performed in the field at the Global Service Centre; strengthening of human resources and conduct and discipline functions; abolishment of 2 national posts related to the processing of education grant claims as the functions will be performed at the Regional Service Centre; transfer of 3 posts of the Standing Police Capacity to New York
Support account	49	(42)	–	Transfer of 3 posts of the Standing Police Capacity from Brindisi; establishment of 3 additional posts for OHCHR, 1 post for DSS and one post for the Ethics Office. Conversion of 42 general temporary positions to posts due to the continuous nature of their functions and net reduction of 1 general temporary position
Total	**(552)**	**(17)**	**(326)**	

251. The General Assembly, in section III, paragraphs 9 and 10, of its resolution 59/296, affirmed that budget submissions should, to the extent possible, reflect management improvements and efficiency gains to be achieved and articulate future strategies in that regard. In compliance with that resolution, the Secretary-General, in his budget proposals for the 2006/07 financial period, introduced the concept of efficiency gains, according to which efficiency gains refer to situations in which less input, or the same input at a lower cost, is needed to produce the same output level as in the previous financial period (assuming there has been no change in quality).

252. In section I, paragraph 18, of its resolution 65/289, the General Assembly encouraged the pursuit of further management improvements and efficiency gains. In that regard, quantified efficiency gains have been identified overall in the budget proposals for 2014/15, as highlighted in table 15, with detailed descriptions of the efficiency gains included in the budget proposal for 2014/15 of each mission.

Table 15

Efficiency gains included in 2014/15 budget reports

(Thousands of United States dollars; budget year is from 1 July to 30 June)

Missions	*Projected savings*	*Class of expenditure*
MINURSO	67.9	**National staff**
		Streamlining of processes in the support component
	50.0	**Facilities and infrastructure**
		Use of floodlights at the team sites to provide external lighting, instead of street lights
MINUSTAH	169.3	**Military and police personnel**
		A pilot project for the lump-sum option for the shipment of personal effects, leading to reduced requirements for repatriation costs
	385.3	**Air transportation**
		Revision of the schedule of regular flights
	294.3	**Communications**
		Establishment of the mission's own microwave backbone network that eliminates the need for commercially provided Internet services, and implementation of an updated contract for the provision of mobile phones services
UNAMID	26 141.5	**Air transportation**
		Reduction of the aviation fleet by 3 aircraft as a result of reconfiguration of the fleet taking into account composition of assets deployed in the Transportation and Movements Integrated Control Centre and neighbouring missions
	1 776.0	**Other freight and related costs**
		Use of a new container loading system that allows loading and offloading of trucks without using heavy forklift from a third-party contractor
UNDOF	14.2	**Facilities and infrastructure**
		Installation of solar water heating systems
UNFICYP	380.0	**Rotation of military and police personnel**
		Improved planning and transport arrangements for military contingent personnel
	18.3	**Information technology**
		Replacement of obsolete desktop computers with virtual desktop infrastructure thin clients
UNIFIL	381.0	**Facilities and infrastructure**
		Use of solar energy
	879.9	**Ground transportation**
		Implementation of fuel consumption reduction measures
	87.4	**Air transportation**
		Continued revision of the training routes and reduction in the number of delegations transported by air

Missions	*Projected savings*	*Class of expenditure*
	422.3	**Communications**
		Use of cheaper terrestrial leased lines making up the Middle East regional voice and data network
	212.2	**Information technology**
		Greater reliance on reserve stocks and risk management
	117.2	**Other supplies, services and equipment**
		Greater reliance on in-mission, online and regional training arrangements
UNISFA	226.0	**Rotation of military and police personnel**
		Use of buses instead of helicopters
	597.0	**Air transportation**
		Introduction of a medium utility jet aircraft to fly Entebbe-Wau-Entebbe directly
	3 056.0	**Air transportation**
		A new rations contract which requires the contractor to deliver rations at the battalion level, instead of their being transported by the force's helicopters
UNMIK	2 004.6	**Civilian personnel**
		Streamlining of support and security functions
	145.6	**Facilities and infrastructure**
		Utilization of available copying devices, decreasing the number of leased photocopiers
		In-house wastewater treatment, resulting in lower requirements for maintenance services, and transformation of the Pristina level I clinic into a medical cell
	52.4	**Ground transportation**
		New guidance limiting the use of vehicles to direct operational requirements
	66.2	**Medical supplies**
		Use of medical facilities of the European Union Rule of Law Mission and other facilities within the mission area to provide medical care for mission staff
UNMIL	11 184.5	**Air transportation**
		Reconfiguration of the fleet of aircraft
	86.8	**Facilities and infrastructure**
		Reduction of leased copiers through the consolidation of offices and enhanced sharing and control
UNOCI	720.0	**Facilities and infrastructure**
		Closure of rented premises
	7 200.0	**Air transportation**
		Reconfiguration of the aviation fleet
UNSOA	173.0	**Communications**
		Deactivation of roaming services on most mobile telephone services
UNLB	26.5	**Facilities and infrastructure**
		Continued improvements of buildings' thermal insulation, installation of a new AA class air conditioning system, installation of double flush water cistern and standardization of construction materials

Missions	*Projected savings*	*Class of expenditure*
	730.1	**Information technology** Storage arrays expiring during the year will be replaced by new arrays with new technologies, optimizing the efficiency with which the available storage space is utilized
Total	**56 722.0**	

Table 16
Examples of initiatives to be implemented in 2014/15

Component	*Initiatives*
MINUSTAH	Development of enhanced asset management functionality
	Continued enhancement of the safe-driving training and testing programme for all types of vehicles
	Establishment of an all-fibre backbone of leased lines between Port-au-Prince and regional offices for a faster, more reliable high-speed communication system less vulnerable to natural disasters
MINUSMA	To be completed on submission of budget
MONUSCO	Transfer of demining and mine action functions and electoral support to the United Nations country team
	Reconfiguration of personnel to reduce military and civilian personnel in areas not affected by armed conflict
	Continuation of the implementation of a pilot unmanned aerial system; environmental projects
UNDOF	Streamlining of supply-chain management in accordance with the global field support strategy
UNFICYP	Empowering of facility users to participate more conscientiously in the conservation of energy
	Continuation of the use of commercial flights for the rotation of contingent personnel, resulting in lower travel costs
UNIFIL	Shift to a supply-chain model in accordance with the global field support strategy and consolidation of warehousing functions under one section
	Integration of transport, movement control and aviation sections into one section to optimize the air/sea/land transport functions
UNISFA	Outsourcing of camp management services to external partners for turnkey delivery

Component	*Initiatives*
UNMIL	Reorganization of mission support in line with the global field support strategy model
	Cost-sharing arrangement with UNOCI for three armed helicopters
UNLB	Extension of the useful economic life of various equipment
	Restrictions on the use of official vehicles in the base

VI. Status of the Peacekeeping Reserve Fund as at 30 June 2013

253. The Peacekeeping Reserve Fund was established by the General Assembly in its resolution 47/217 to serve as a cash-flow mechanism to ensure the rapid deployment of peacekeeping operations. In accordance with that resolution, the initial level of the Fund was set at $150 million. The Assembly, in its resolution 49/233 A of 23 December 1994, decided to limit the utilization of the Fund to the start-up phase of new peacekeeping operations, the expansion of existing ones, or for unforeseen and extraordinary expenditures related to peacekeeping.

254. The Advisory Committee on Administrative and Budgetary Questions, in response to the Controller's requests, authorized the Secretary-General on 30 April, 14 June, 27 July and 16 October 2012 to enter into commitments in the total amount of $31.0 million to meet the requirements stemming from the decisions of the Security Council, in its resolutions 2043 (2012) and 2059 (2012), to establish and then terminate UNSMIS, of which $25.1 million related to the 2011/12 financial period and $5.9 million to the 2012/13 period. Subsequently, the Advisory Committee concurred with the Controller's request to revise the commitment authority for the 2011/12 period from $25.1 million to $22.8 million and to utilize the amount of $2.3 million during the 2012/13 period. The Advisory Committee also authorized the Secretary-General on 1 May 2013, in response to the Controller's request, to enter into commitments in the total amount of $83.6 million to meet the requirements until 30 June 2013 stemming from the decision of the Security Council, in its resolution 2100 (2013), to establish MINUSMA.

255. As reflected in the financial statements for the 12-month period from 1 July 2012 to 30 June 2013, the level of the Fund as at 30 June 2013 was $152.0 million, comprising the reserve of $150 million and an accumulated surplus of $2.0 million. Short-term loans in the amount of $13.5 million were made during the period to UNSMIS, which remained outstanding as at 30 June 2013. As at 30 June 2013, there was also one outstanding loan in the amount of $12.8 million to MINURCA, which was made in 1998 and 1999 and remains unpaid. The balance of the Peacekeeping Reserve Fund in excess of the authorized level is available to meet the financing of the support account for peacekeeping operations, and $1.2 million was approved by the General Assembly in its resolution 67/287 for the period from 1 July 2013 to 30 June 2014. The remaining surplus balance of $0.8 million, subject to approval by the Assembly, will be provided in the context of the support account budget report for the period from 1 July 2014 to 30 June 2015.

VII. Management of contingent-owned equipment and liabilities to troop-contributing and formed police-contributing countries

A. Management of contingent-owned equipment

256. The contingent-owned equipment manual, amended to reflect the provisions approved by the General Assembly in its resolution 65/292, was published in the six official languages of the United Nations on 6 March 2012. The Secretariat and field missions continue to coordinate activities to ensure that the provisions of the manual are implemented. In preparation for the 2014 meeting of the Working Group on Reimbursement of Contingent-Owned Equipment, held from 20 to 31 January 2014, the Secretariat reviewed and consolidated national cost data submitted by Member States and issued papers that were analysed and discussed at the meeting. In addition, the Secretariat held briefings for representatives of the permanent missions, as required, to brief and update Member States and assist them with the process.

B. Liabilities relating to troop-contributing and formed police-contributing countries

257. The status of amounts owed and reimbursements due to troop-contributing and formed police-contributing countries for the calendar years 2012 and 2013 are set forth in table 17.

Table 17

Status of liabilities relating to troop-contributing and police-contributing countries for troops, formed police units, contingent-owned equipment and self-sustainment

A. Summary of liabilities for troops, formed police units, contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2012[a]	*2013*
Owed as at 1 January	528 989	525 215
Estimated amounts owed	2 077 174	2 024 427
Less: payments made during the year	2 080 948	2 036 431
Balance as at 31 December	**525 215**	**513 211**

B. Liabilities for troops and formed police units

(Thousands of United States dollars)

	2012[a]	2013
Owed as at 1 January	172 568	233 015
Estimated amounts owed	1 279 861	1 248 765
Less: payments made during the year	1 219 414	1 264 756
Balance as at 31 December	**233 015**	**217 024**

C. Liabilities for contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2012[a]	2013
Owed as at 1 January	356 421	292 200
Estimated amounts owed	797 313	775 662
Less: payments made during the year	861 534	771 675
Balance as at 31 December	**292 200**	**296 187**

[a] Supersedes information provided in document A/67/723.

258. Payments for troop and formed police unit costs and for contingent-owned equipment and self-sustainment claims are made after taking into account a three-month cash operating reserve for each mission. In 2013, a total of four scheduled quarterly payments were made for all active missions with sufficient cash resources, as well as three out-of-cycle reimbursements following receipt of sufficient cash influx.

259. As at 31 December 2013, payments for troop and formed police unit costs were current up to October 2013 for MINUSMA, MINUSTAH, MONUSCO, UNAMID, UNDOF, UNIFIL, UNISFA, UNMIL, UNMISS and UNOCI, up to August 2013 for UNFICYP and up to February 2011 for MINURSO.

VIII. Death and disability compensation

260. From 1 January to 31 December 2013, 124 death or disability claims amounting to $5.581 million were processed. At the end of that period, another 27 claims were pending, of which 13 had been outstanding for more than 90 days. Of those 13 cases, 3 were pending the conclusion of a mission-level board of inquiry; 1 was awaiting assessment of permanent impairment from the Medical Services Division of the Department of Management; 7 were pending the receipt of medical information which had been requested from the troop-contributing country; 1 was under review by the Field Budget and Finance Division of the Department of Field Support; and 1 had been certified and was pending payment to be disbursed by the Accounts Division of the Department of Management.

261. Some disability claims may remain pending until a final medical report detailing the degree of permanent disability is received from the troop- and police-

contributing countries. The determination of a permanent loss of function can be a lengthy process owing to the long period of time that may occur between the moment the incident happens and the completion of all treatments and the potential recuperation of functions. To expedite the processing of cases, the Secretariat has engaged in a consultative process with Member States and has been regularly corresponding with the permanent missions of the troop- and police-contributing countries to request relevant information and documentation.

262. In an effort to further speed up the process of claims settlement for death and disability cases, the Secretariat reviews, as a priority, the status of death and disability claims weekly and continuously follows up with the Medical Services Division on claims pending documentation/decision from the Division, and with the field missions to obtain the notification of casualty form indicating whether the incident is mission-related or otherwise.

263. In addition, on receipt of a notification of casualty form from the field, the Secretariat proactively contacts permanent missions to ascertain that they are aware of the death and disability compensation entitlement and provide guidance on the procedure for submission of the related claims. The Secretariat takes all necessary measures to process ongoing claims by frequently corresponding with Member States, including sending monthly reminders to permanent missions requesting additional relevant information if needed to finalize payments.

Table 18
Status of claims for death and disability compensation for 2013

A. Summary of death and disability compensation

(Thousands of United States dollars)

	Claims paid		*Claims rejected*		*Claims closed*[a]		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURCAT	1	3.5	–	–	–	–	–	–
MINUSMA	–	–	–	–	–	–	1	70.0
MINUSTAH	9	232.5	2	140.0	–	–	3	45.5
MONUSCO	18	501.6	4	140.0	4	77.5	8	120.5
UNAMID	29	1 750.4	9	570.0	1	10.0	3	90.0
UNDOF	–	–	1	70.0	–	–	–	–
UNIFIL	3	90.7	–	–	1	40.0	–	–
UNISFA	3	142.8	3	90.0	–	–	1	–
UNMIL	7	364.2	1	70.0	–	–	4	128.8
UNMIS	1	1.4	–	–	–	–	–	–
UNMISS	6	385.7	1	70.0	–	–	2	77.0
UNMIT	1	2.1	–	–	–	–	–	–
UNOCI	17	751.5	2	77.1	–	–	5	265.2
Total	**95**	**4 226.4**	**23**	**1 227.1**	**6**	**127.5**	**27**	**797.0**

B. Death compensation

(Thousands of United States dollars)

Peacekeeping mission	Claims paid		Claims rejected		Claims closed[a]		Claims pending	
	Number	Amount	Number	Amount	Number	Amount	Number	Amount
MINUSMA	–	–	–	–	–	–	1	70.0
MINUSTAH	2	145.0	–	–	–	–	–	–
MONUSCO	4	280.0	2	140.0	1	70.0	1	70.0
UNAMID	25	1 735.0	8	560.0	–	–	1	70.0
UNDOF	–	–	1	70.0	–	–	–	–
UNIFIL	1	70.0	–	–	–	–	–	–
UNISFA	2	140.0	1	70.0	–	–	–	–
UNMIL	5	360.0	1	70.0	–	–	1	70.0
UNMISS	5	350.0	1	70.0	–	–	–	–
UNOCI	10	724.9	1	75.0	–	–	3	220.0
Total	**54**	**3 804.9**	**15**	**1 055.0**	**1**	**70.0**	**7**	**500.0**

C. Disability compensation

(Thousands of United States dollars)

Peacekeeping mission	Claims paid		Claims rejected		Claims closed[a]		Claims pending	
	Number	Amount	Number	Amount	Number	Amount	Number	Amount
MINURCAT	1	3.5	–	–	–	–	–	–
MINUSTAH	7	87.5	2	140.0	–	–	3	45.5
MONUSCO	14	221.6	2	0.0	3	7.5	7	50.5
UNAMID	4	15.4	1	10.0	1	10.0	2	20.0
UNIFIL	2	20.7	–	–	1	40.0	–	–
UNISFA	1	2.8	2	20.0	–	–	1	–
UNMIL	2	4.2	–	–	–	–	3	58.8
UNMIS	1	1.4	–	–	–	–	–	–
UNMISS	1	35.7	–	–	–	–	2	77.0
UNMIT	1	2.1	–	–	–	–	–	–
UNOCI	7	26.6	1	2.1	–	–	2	45.2
Total	**41**	**421.5**	**8**	**172.1**	**5**	**57.5**	**20**	**297.0**

[a] Closed claims consist of claims awaiting additional documentation (usually medical information) from governments for which several reminders were sent to the Permanent Missions. These claims are not rejected and can be reopened at any time upon submission of additional documentation by Member States.

IX. Action to be taken by the General Assembly

264. The General Assembly is requested to take note of the present report.

Annex I

Global field support strategy

I. Introduction

1. This annex should be read in conjunction with the following reports: (a) third annual progress report of the Secretary-General on the implementation of the global field support strategy (A/67/633); (b) annexes I and II to the previous report of the Secretary-General on the financing of the United Nations peacekeeping operations (A/67/723); (c) fourth annual progress report of the Secretary-General on the implementation of the global field support strategy (A/68/637 and Corr.1); and (d) annex II to the present report. While the fourth annual progress report and the main body of the present report contain high-level information on the global field support strategy end state and implementation for the 2012/13 financial period, this annex provides further detail on performance management and benefits realization, including quantitative data on efficiencies and cost savings. It also presents additional information on a proposed pilot initiative to consolidate education grant processing for all peacekeeping and special political missions in Entebbe.

2. In response to requests made by the General Assembly in its resolution 66/264 and by the Advisory Committee on Administrative and Budgetary Questions in its report on cross-cutting issues related to peacekeeping operations (A/66/718), the Department of Field Support on 15 May 2013 provided the Fifth Committee with a packet of global field support strategy governance and management documents. This information packet included the governance framework, implementation plan, performance management framework, risk management framework and change management and communication strategy. Since providing this supplementary information to the General Assembly, the Secretariat has continued to review and refine these tools on a regular basis in support of effective programme management and oversight, as outlined further in section II below.

II. Performance framework

3. The Secretary-General's fourth progress report (A/68/637 and Corr.1) provides an overview of the refined end-state articulations and achievements by 30 June 2015. The Secretariat has updated the performance management framework and tools for the global field support strategy in accordance with the identified end states, including strengthening the programme implementation plan, refining key performance indicators and associated targets, as well as updating the risk management framework and risk register. Together, these tools make up the performance management framework of the global field support strategy. They complement and are further reinforced by a dedicated governance system and change management and communication strategy for the project, as detailed in the fourth progress report. The sections below outline the detailed end-state achievements and key performance indicators for each pillar. Details on risk management elements of the performance management framework and the programme implementation plan can be found in the fourth progress report.

A. End-state achievements and key performance indicators

4. In response to the request of the Board of Auditors in paragraph 189 of its report (A/67/5 (Vol. II)) and as outlined in the fourth progress report of the Secretary-General on the implementation of the global field support strategy (A/68/637 and Corr. 1), the Secretariat has refined the expected end states for all pillars of the strategy. The pillar-specific key performance indicators have been updated in accordance with these refined end states and are reflected below. As such, they represent a progression of the sample strategic key performance indicators and pillar-specific performance measures outlined in annex I to the previous overview report (A/67/723), as well as the pillar-specific key performance indicators included in the informal programme management documentation submitted to the Fifth Committee in May 2013. In developing the refined key performance indicators, the Department of Field Support has followed a cascading approach that links the end-state goals of the strategy, pillar-specific objectives and achievements and key performance indicators in a common framework. This allows the Department to monitor and manage performance in accordance with the core principles and objectives of the strategy, ensuring that key performance indicators are meaningful, measurable, specific and attributable across all pillars.

5. The key performance indicators and associated targets presented below will continue to be reviewed regularly through the remaining implementation period until achievement of the global field support strategy end state with a view to solidifying a common system for performance monitoring and reporting as part of the mainstreaming of the strategy throughout the Department and preparation for continuous business process improvement after the conclusion of the strategy at the end of June 2015. Consolidation of such a cross-functional performance management system will further be enabled by the progressive roll-out of the Umoja enterprise resource planning solution and IPSAS, including associated introduction of new efficiencies and improvements in data reliability and business intelligence reporting capabilities.

Financial framework and strategic resourcing pillar

6. The financial framework and strategic resourcing pillar of the global field support strategy will deliver the following end state:

> Missions will be able to consistently respond to emerging priorities and deliver resource efficiencies in line with the demands of complex operational environments. Standardized resourcing models and allocations, in conjunction with expanded access to strategic reserves, will improve the establishment of new missions and the expansion of existing ones. Resource management, reporting and accountability frameworks will be strengthened through the implementation of the International Public Sector Accounting Standards (IPSAS) and Umoja.

7. Specifically, the Field Budget and Finance Division, working with relevant interdepartmental partners and field missions, will realize the following achievements by the end of June 2015:

(a) Average cost per uniformed personnel will have declined in real terms over the period of the global field support strategy;

(b) Resource implementation rates for field operations will have reached 99 per cent of budget allocations;

(c) Financial reporting under IPSAS will be in place for all field missions;

(d) Standardized funding models and expanded access to strategic deployment stocks will have successfully supported the start-up of three new peacekeeping missions (UNMISS, UNSMIS and MINUSMA).

Table A.1
Key performance indicators for the financial framework and strategic resourcing pillar

Achievement	*Indicator*	*Target (30 June 2015)*	*Lead entities*
Access to pre-mandate commitment authority for peacekeeping missions	Percentage of peacekeeping missions receiving access to pre-mandate commitment authority	100 per cent	Field Budget and Finance Division
Period between Security Council resolution and availability of resources	Number of days between Security Council resolution and approval of immediate funding and staffing arrangements (Controller/Advisory Committee on Administrative and Budgetary Questions/General Assembly as necessary)	15 days	Field Budget and Finance Division
Financial reporting in full compliance with IPSAS	Unqualified audit opinion for peacekeeping financial statements for 2013/14 and 2014/15	100 per cent	Field Budget and Finance Division Field missions
Efficiencies and cost reductions achieved through planned measures	(Total budget in previous period/ total funded personnel in previous period)/(Total budget in current period/total funded personnel in current period)	1 per cent annual reduction in average cost per uniformed personnel in peacekeeping operations	Field Budget and Finance Division
Resource implementation rates	Total expenditure/total budget Total cancelled obligations/total obligations at end of year	Resource implementation rates after adjusting for cancelled obligations reach 99 per cent	Field Budget and Finance Division

Human resources pillar

8. The human resources pillar of the global field support strategy will deliver the following end state:

> Field missions will be acquiring required civilian staff and non-staff capacity through optimized business processes, appropriate delegations of authority, and effective monitoring systems and maintaining staff productivity through programmes that promote security and safety, enhance quality of life and provide opportunities for development.

9. Specifically, the Field Personnel Division, working with relevant interdepartmental partners and field missions, will realize the following achievements by the end of June 2015:

(a) A workforce planning framework is in place, based on lessons learned from civilian staffing reviews, that leads to a comprehensive understanding of current and projected requirements, with established tools to meet readiness and capacity gaps and development of a standard workforce model to support start-up and ongoing missions;

(b) Rosters continue to be used for more than 90 per cent of selections in field missions and capacity gaps in the rosters are increasingly identified through workforce planning and subsequently filled through specialized recruitment efforts, non-staff modalities and standby partnerships;

(c) There is an upward trend in the recruitment and retention of women;

(d) A succession management concept and plan are in place and ready for implementation, focusing on the senior resources management level, including director/chief of mission support, deputy director of mission support, chief of administrative services, chief of integrated support services and chief human resources officer;

(e) All contractual exercises aimed at improving the quality and stability of field staff will have been fully implemented;

(f) An integrated human resources data framework is in place that includes all data from Inspira, Umoja and the Field Support Suite and legacy data, and all functional areas are using the same tool for reporting;

(g) In the administration of field civilian personnel, the Field Personnel Division will have shifted from transactional and process-oriented functions to become a strategic, business partner, oversight and support resource, especially in the areas of operational workforce planning, strategic advisory services, policy guidance and oversight of the implementation of delegated authorities and responsibilities.

Table A.2

Key performance indicators for the human resources pillar

Achievement	*Indicator*	*Target (30 June 2015)*	*Lead entities*
Workforce planning framework developed and agreed	Workforce plan finalized and tool developed	Demand/supply indicators for 100 per cent of job families in place and gap analysis completed	Field Personnel Division
	Client survey completed and results shared/used for consultation with internal stakeholders (Headquarters, missions)	Workforce planning tools tested in at least two missions	

Achievement	*Indicator*	*Target (30 June 2015)*	*Lead entities*
Current and forecasted capacity gaps mapped	Global strategy validated and framed based on consultations and data	Skills inventory of 50 per cent of current international staff population conducted and gaps mapped by job family, grades, skills, male/female ratios and language combinations	Field Personnel Division
Well-populated rosters meet the needs of field missions	Percentage of selections for field mission assignments made through rosters	90-95 per cent	Field Personnel Division Field missions
Outreach strategy for troop- and police-contributing country nationals, including for senior-level positions, strengthened and implemented	Number of partnerships developed in troop- and police-contributing Member States	Partnerships developed in at least 30 troop- and police-contributing Member States	Field Personnel Division
Roll-out of "Bridging the civilian gender gap in peace operations" project	Project recommendations implemented	Implementation actions completed for three project recommendations Gender field strategy adopted	Field Personnel Division
Management of reassignment and placement of staff in transition	Percentage of staff reassigned/ retained	90 per cent of staff in transition affected by abolition of posts, downsizing or liquidation contacted and guided accordingly	Field Personnel Division
Succession management concept and plan in place	Criteria and skills inventory for senior resource management track complete	Skills inventory and gap analysis completed for five key positions	Field Personnel Division
	Certification of chief human resources officers	100 per cent of chief human resources officers certified and chief human resources officer reprofiling completed	
Improved conditions of service for field staff	Percentage of eligible field staff members reviewed for continuing appointments	100 per cent of eligible staff reviewed	Field Personnel Division
	Percentage of staff members without limitations of appointment	75 per cent of staff without appointment limitation	
Improved conditions of service for locally recruited staff	Integration of locally recruited staff in staff selection system	100 per cent integration of locally recruited staff into staff selection system	Field Personnel Division

Achievement	*Indicator*	*Target (30 June 2015)*	*Lead entities*
Business intelligence reporting capability developed	Number of monitoring tools for outreach efforts Number of business intelligence reports and models developed	Five monitoring tools/ business intelligence reports	Field Personnel Division
Monitoring concept and accountability framework for human resources functions in the field	Completion of monitoring concept and accountability framework for human resources functions in the field	Dissemination of monitoring concept and accountability framework completed for 100 per cent of field missions	Field Personnel Division

Supply chain and modularization pillar

10. The supply chain and modularization pillar of the global field support strategy will deliver the following end state:

> Missions and Headquarters will be better able to anticipate, identify and respond to requirements for goods and services in the field. Field missions will be supported through improved goods and services sourcing, enhanced global asset management and an optimized material management system. Field missions will have the capacity to respond in a timely manner to requirements by drawing on a range of deployable individual modules and enabling capacity.

11. Specifically, the Global Service Centre and the Logistics Support Division, working with relevant partners including field missions, will realize the following achievements by the end of June 2015:

(a) Global property, plant and equipment inventory is managed more efficiently, reducing waste utilizing a global database for tracking assets, including high value/critical enabling assets;

(b) Cargo and freight from centralized locations are optimized to allow more rapid delivery of supplies and support to in-mission set-up based on individual needs;

(c) Global systems contracts have been reviewed, including through robust acquisition planning and alignment with global assets and the strategic deployment stocks, and are enabling faster service delivery through more rapid sourcing of equipment and enabling services;

(d) The Department of Field Support-owned element of supply chain management has been aligned to be effectively supported through Umoja Extension deployments;

(e) Missions are benefiting from a reduced acquisition timeline for property, plant and equipment purchased through systems contracts throughout their life cycle;

(f) Missions at the end of their life cycle benefit from timely and proper liquidation and disposal methods, maximizing possible benefits from redeploying equipment to where it is needed, on a global scale;

(g) Missions have access to and are using standardized designs, materials and equipment and scalable packages (modules), together with the necessary and rapidly deployable enabling capacity;

(h) Missions have access to and are using environmentally sustainable methods for power, water and waste management in the modular designs;

(i) Missions have access to enabling capacities to build/install modules from various sources (United Nations, commercial, Member State-provided).

Table A.3
Key performance indicators for the supply chain and modularization pillar

Achievement	*Indicator*	*Target (30 June 2015)*	*Lead entities*
Acquisition lead time	Number of days between purchase order issue date and goods/services delivery date	100 per cent compliance with the contractual terms	Field missions
Procurement action lead time	Number of days between requisition submission and issue of purchase order	100 per cent compliance with the source selection plans defining timelines for procurement actions	Field missions
Composition reviews of strategic deployment stocks to align with modularization and mission demand	Completion of composition review	Once per year	Global Service Centre
Response times to requests for sourcing from strategic deployment stocks, United Nations reserve and mission surplus	Number of days between receipt of request and response	For routine requests: 5 working days For single item requests: 2 working days	Global Service Centre
		For population of material resource plans (start-up or mandate change): 5 working days for small missions; 10 working days for medium missions; 20 working days for large missions	Global Service Centre
Cargo deployment preparation time	Days from material release order approval date to cargo readiness date	30 working days	Service Centre
	Days between cargo readiness date and shipping date (for items not subject to separate bid through procurement process)	15 working days	Service Centre Logistics Support Division

Achievement	*Indicator*	*Target (30 June 2015)*	*Lead entities*
Asset liquidation processing time (excludes financial liquidation activities)	Days from mandate end date to issuance of final disposition asset report (includes liquidation activities by the mission, Global Service Centre, Logistics Support Division and Information and Communications Technology Division)	6 months for small and medium missions; 9 months for large missions	Field missions Global Service Centre Logistics Support Division Information and Communications Technology Division
Disposal backlog	Percentage of non-expendable property items disposed within 12 months	100 per cent	Field missions
Aging stock	Percentage of non-expendable property items held in stock for more than 6 months	20 per cent	Field missions
Module deployment preparation time	Number of days between deployment approval date and issue voucher date	30 days	Global Service Centre
Revision of service package designs (modules, camps and bases)	Number of designs revised	Revision of 5 camp/base designs and 22 module designs	Global Service Centre
Mission support team deployment time	Number of days between deployment approval date (excludes issuance of laissez-passer and visas) and date of arrival in mission	15 days	Global Service Centre
Modules incorporate environmentally sustainable designs	Number of modules reviewed for sustainable management methods	Revision of 3 module designs for energy, water and waste management	Global Service Centre

Shared services pillar

12. The shared services pillar of the global field support strategy will deliver the following end state:

> Missions will be receiving consistent, timely, efficient and effective support services through streamlined and standardized service delivery of non-location-dependent functions from remote locations determined on the basis of a business case analysis.

13. Specifically, the shared service entities working with relevant partners, including field missions, will realize the following achievements by the end of June 2015:

(a) The implementation plan is in place to transition non-location-dependent support functions for all peacekeeping and special political missions to one or more shared locations in line with an established concept of shared services that enables efficiency, effectiveness, rapid response and improved service delivery;

(b) The relationship and performance management between clients and service providers has been standardized and formalized in relevant governance documents and service agreements (e.g. service level agreements, operational level agreements, memorandums of understanding);

(c) A balanced scorecard has been implemented to ensure that regular performance reporting on client servicing and client engagement are standardized across service providers and performance is monitored through relevant key performance indicators and standardized oversight mechanisms;

(d) Transactional business processes have been re-engineered for maximum efficiency and to manage high-volume processing effectively, as well as to enable optimal alignment with the Umoja enterprise resource planning solution and IPSAS;

(e) Remaining support capacities in missions have been reprofiled to provide location-dependent support only and to provide high-level analysis and advice to senior mission leadership on human resources and/or budgetary and finance issues.

Table A.4

Key performance indicators for the shared services pillar

Achievement	*Indicator*	*Target (30 June 2015)*	*Lead entities*
Field mission access to shared service provision	Percentage of missions benefiting from shared service delivery	100 per cent of missions receive support from off-site shared service entity	Office of the Under-Secretary-General, Department of Field Support
Defined and agreed service delivery model	All transactional functions are co-located in service lines (matrix organization)	Service lines meet all key performance indicators	Shared service providers
Defined governance model	Governance model is in place, with members actively participating	Governance model in place three months before launch of shared service entity	Shared service providers Client missions
Service level agreements and/or operational level agreements, including relevant annexes with key performance indicators	Service level agreements and/or operational level agreements have been signed	Service level agreements and/or operational level agreements signed no later than one month before launch of shared service entity	Shared service providers Client missions

Achievement	*Indicator*	*Target (30 June 2015)*	*Lead entities*
	Service level agreements and/or operational level agreements are reviewed regularly and remedial actions are taken promptly	Service level agreements and/or operational level agreements reviewed annually	
Performance monitoring and reporting	Issuance of regular performance reports	Monthly performance reports	Shared service providers
	Information technology enablers are effectively supporting performance, monitoring and reporting	Information technology enablers in place for data monitoring, extraction and performance reporting (based on shared service provider identification of related requirements)	Information and Communications Technology Division
	Feedback to service line managers and prompt remedial action	Full implementation of automated alerts if performance falls below established threshold	Shared service providers
		Remedial actions implemented by service line managers within one week of identification	
Increased efficiency and productivity as a result of concentration of shared services	Percentage of full-time equivalent staff reduced upon transfer of function	10-15 per cent reduction of full-time equivalent staff	Shared service providers Client missions
Client satisfaction steadily improving	Twice yearly surveys show client satisfaction ratings steadily improving	80 per cent customer satisfaction level	Shared service providers
	Number of complaints logged with help desks or through client surveys	Maximum 12 per cent of total inquiries received by help desk or through client surveys are complaints	

III. Benefits realization

14. The Board of Auditors, in paragraph 188 of its report (A/67/5 (Vol. II)), recommended the development of a benefits realization plan to track, quantify and manage the intended benefits of implementation of the global field support strategy. It further emphasized the importance of sound cost-benefit analysis for proposals under the strategy.

15. In response to those recommendations, the Secretariat has taken a two-step approach during the reporting period to strengthen and standardize global field support strategy benefits reporting. First, the Department of Field Support has developed a common methodology for cost-benefit analysis, which was rolled out to all divisions of the Department and several interdepartmental partners, as well as field missions, in 2013. Second, the Department has established common principles for benefits realization, which have been applied to the benefits reporting for 2012/13 contained in the fourth progress report on implementation of the global field support strategy (A/68/637 and Corr.1). Details on costs and savings associated with implementation of the strategy are outlined in section B below.

A. Cost-benefit analysis

16. During the reporting period, the Department of Field Support developed and conducted, with the support of an expert consultant, two training courses for Headquarters personnel on cost-benefit analysis. The training focused on introducing personnel to a standardized cost-benefit analysis methodology and departmental cost-benefit analysis reporting tool. In total, 28 staff members representing all divisions of the Department, as well as staff in the Umoja team and the Peacekeeping Finance Division of the Department of Management, were trained in the use of the common tool.

17. The cost-benefits analysis reporting tool is designed to provide a common reporting, verification and monitoring framework for projects supporting implementation of the global field support strategy objectives across all pillars. It has four main components: (a) the project summary, (b) the financial implications analysis, (c) the performance implications analysis and (d) a detailed breakdown of financial implications by mission. The first section provides a narrative overview of the project, including a description of the "as is" and proposed "to be" state. The financial implications analysis provides a detailed, comparative cost and benefits analysis. It covers initial investment and acquisition costs, as well as ongoing yearly operational and maintenance costs. The performance implications analysis provides key performance indicators and qualitative costs and benefits in relation to the proposal. Finally, the detailed breakdown of financial implications by mission includes a yearly breakdown by mission of the cost-benefit implications.

18. The standard cost-benefit analysis reporting tool developed by the Department of Field Support was sent to all field missions as part of the budget preparation instructions for the 2014/15 period and is to be used for all future change proposals at Headquarters and in the field.

B. Global field support strategy costs and savings

19. In line with the principles for global field support strategy benefits reporting, table A.5 reflects global field support strategy costs and savings per financial period. For details on non-financial qualitative and quantitative benefits achieved during the 2012/13 reporting period, please refer to the Secretary-General's fourth progress report on global field support strategy implementation.

Table A.5

Costs, savings and cost reductions attributed to the global field support strategy

(Thousands of United States dollars)

A. Costs and savings

	2010/11	*2011/12*	*2012/13*	*Subtotal*
Costs				
Headquarters investment				
D-1 general temporary assistance (average salary + non-staff costs)	287	287	287	861
Establishment 1 P-5, reassignment 2 P-4, 1 P-3, 1 General Service (salary + non-staff costs)[a]	909	909	909	2 727
Travel[b]	130	130	130	390
Workshops	–	–	75	75
Consultants/advisers[c]	–	–	64	64
Subtotal				**4 117**
Regional Service Centre				
Infrastructure[d]	82	3 074	9 754	12 910
Steering Committee travel[e]	21	21	21	63
Consultants[f]	–	–	235	235
Subtotal				**13 208**
Costs subtotal				**17 325**
Savings				
Personnel				
Global Service Centre				
Transfer differential (net one-time reassignment cost)	–	187	(53)	134
UNSMIL support efficiencies[g]	–	2 500[h]	2 500	5 000
Subtotal				**5 134**
Regional Service Centre				
Transfer differential (net one-time reassignment cost)[i]	–	1 837	9 907	11 744
Abolishment[j]	–	–	2 448	2 448
Avoidance[k]	–	2 194	2 194	4 388
Subtotal	**–**			**18 580**
Personnel subtotal				**23 714**

	2010/11	*2011/12*	*2012/13*	*Subtotal*
Asset management				
Strategic deployment stock reduction	–	–	**50 000**	**50 000**
Deferred acquisitions				
Ground transportation	–	–	45 745	45 745
Facilities and infrastructure	–	–	29 206	29 206
Communications and information technology equipment	–	–	26 755	26 755
Other equipment	–	–	102	102
Construction services	–	–	8 796	8 796
Subtotal				**110 604**
Consumption efficiencies				
Rations	–	–	17 547	17 547
Space parts replacements	–	–	11 747	11 747
Within-mission travel	–	–	6 529	6 529
Maintenance supplies	–	–	5 183	5 183
Fuel consumption	–	–	36 522	36 522
Contingent rotation travel	–	–	29 619	29 619
Subtotal				**107 147**
Asset management subtotal				**267 751**
Movement optimization				
Long-term charter aircraft[l]	–	–	6 249	6 249
Optimized regional troop rotations[m]	3 453	1 055	4 501	9 009
Regional air fleet optimization[n]	68 076	27 200	–	95 276
Movement optimization subtotal				**110 534**
Savings subtotal				**401 999**
Total (savings minus costs)				**384 674**

(Footnotes on following page)

(Footnotes to Table A.5.A)

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[a] These are not additional posts but were posts reassigned from within the Department of Field Support to establish the global field support strategy implementation coordination team as part of the new strategic support function in the Office of the Under-Secretary-General.

[b] Based on average annual project-related travel for Assistant Secretary-General for Field Support in his capacity as chair of the Global Service Centre and Regional Service Centre Steering Committees and the global field support strategy team.

[c] Includes salary, travel and daily subsistence allowance for supply chain management adviser in financial period 2012/13.

[d] See A/67/723, annex II, table B.10; A/68/731, annex II, table B.1.

[e] Based on daily subsistence allowance for traveling participants from client missions.

[f] See A/68/731, annex II, table B.1.

[g] See A/67/723, annex I, para. 9. Efficiencies based on differential between Brindisi and Libya for 23.63 full-time equivalent staff.

[h] See A/67/723, annex I, para. 9.

[i] See A/67/723, annex II, table B.2.

[j] See A/67/723, annex II, table B.2.

[k] See A/67/723, annex II, table B.2.

[l] Represents period 16 September 2012-30 June 2013. Efficiency is calculated in relation to same operational activity in 2011/12 financial period.

[m] See A/66/591, table 9, as well as tables below.

[n] The savings reported as "regional air fleet optimization" in the above table reflect savings that have previously been reported as a global field support strategy saving under the line item "Transport and Movements Integrated Control Centre savings" or "Savings from optimization of Transport and Movements Integrated Control Centre". In line with views expressed by the Advisory Committee on Administrative and Budgetary Questions and the Board of Auditors regarding the need to improve the format in which the Department of Field Support presents its global field support strategy benefits reporting, this savings reporting line has been rephrased to reflect the fact that these regional air fleet savings have been realized through the work of the Department of Field Support at Headquarters, the regional missions' movement cells and the analytical, planning and coordination services of the Transport and Movements Integrated Control Centre.

Following reviews of current and previous year reporting of global field support strategy savings relating to the Centre, the Department has reduced previously reported savings by $7,126,189 to a total of $95,276,724 to reflect the fact that two aircraft were removed from the MINURCAT fleet primarily for operational reasons with the drawdown and closure of that mission. As previously reported, it should also be noted that savings accrued from a reduction of five aircraft between January and July 2010 in financial year 2009/10 (for a total of $21,255,258) are reported as global field support strategy savings even though the strategy was only approved formally by the General Assembly in June 2010.

B. Savings achieved by the Transport and Movements Integrated Control Centre from optimized troop rotations for the period July 2011-June 2012

	UNAMID	*UNMISS*	*MONUSCO*	*UNISFA*	*UNSOA*	*Others*	***Total***
Short-term charters	4 651	–	937	–	–	244	**5 832**
Long-term charters	3 946	–	587	–	–	244	**4 777**
Savings	**705**	**–**	**350**	**–**	**–**	**–**	**1 055**

C. Savings achieved by the Transport and Movements Integrated Control Centre from optimized troop rotations for the period July 2012-June 2013

	UNAMID	*UNMISS*	*MONUSCO*	*UNSOA*	*UNOCI*	*UNISFA*	***Total***
Short-term charters	12 335	821	2 002	10 309	1 488	52	**27 007**
Long-term charters	10 279	684	1 668	8 591	1 240	44	**22 506**
Savings	**2 056**	**137**	**334**	**1 718**	**248**	**8**	**4 501**

IV. Pilot consolidation of education grant functions

20. It is proposed to consolidate, on a pilot basis, the processing of education grant claims in the Regional Service Centre in Entebbe. The consolidation would take place on a pilot basis as a means of testing a global service delivery model for non-location-dependent support functions in line with the opportunities afforded through the roll-out of Umoja. It would further serve as a means of assessing the effectiveness of a fee-for-service model or similar reimbursement mechanism for shared services. It is proposed to implement the pilot project in the 2014/15 period in line with the roll-out of Umoja Extension 1. Lessons learned from the experience would be reported in the Secretary-General's fifth and final report on global field support strategy implementation. Consolidation would entail the abolishment of two national staff posts in the Global Service Centre in Brindisi, as proposed in the Secretary-General's report on the budget of the United Nations Logistics Base for the period from 1 July 2014 to 30 June 2015 (A/68/727).

21. Presently, four Field Service staff, four national General Service staff and one United Nations Volunteer in the Regional Service Centre in Entebbe process about 5,700 education grant claims per year, which amounts to more than 65 per cent of all education grant claims. It is important to note that the Regional Service Centre processes education grant claims not only for the seven missions that fall under its purview, but for all missions deployed in Africa. At the same time, two national staff at the Global Service Centre in Brindisi process about 2,900 education grant claims per year for all other missions outside Africa. In total, it costs the Organization $823,700 per year in staff costs for 11 people to process 8,600 education grant claims annually in these two locations.

22. The Regional Service Centre would absorb the education grant functions being transferred from the Global Service Centre within its existing resources. The functions would be delivered through a dedicated service line for education grant. Under this service line, the education grant process would be re-engineered to absorb the additional workload and would be reviewed regularly, in particular following the roll-out of Umoja Extension 1, which would directly affect education grant processing, including through the introduction of a significant amount of self-service processing by staff members. The migration of the functions would be overseen by the Global Service Centre Steering Committee and the Regional Service Centre Steering Committee, guided by a single transition plan and supported by the Field Personnel Division of the Department of Field Support. The Global Service Centre would ensure backlog cases are drawn down by June 2014 and the Regional Service Centre would absorb new claims from missions that had been served by the Global Service Centre. At the end of the pilot period, the functions would be reviewed on

the basis of the experiences gained from the consolidation of the functions in Entebbe and the Umoja Extension 1 transition. With respect to governance, management, accountability and responsibility, the education grant service line would report through the service line manager to the Chief of the Regional Service Centre. Higher-level governance would be provided by the Regional Service Centre Steering Committee, chaired by the Assistant Secretary-General of the Department of Field Support. Any performance problems would be escalated to the Department of Field Support at Headquarters. Support and advice for the functions would be provided by the Department of Field Support through the Field Personnel Division in consultation with the Office of Human Resources Management.

23. In conducting a cost-benefit analysis between consolidation of the education grant functions in Brindisi versus Entebbe in 2012, the Field Personnel Division found that it took almost exactly the same time (28 days) to process an education grant claim in either location. The next step was analysing the staff costs for processing education grant claims by comparing the cost of locating 6 national General Service staff, 4 Field Service staff and 1 United Nations Volunteer at the Global Service Centre or at the Regional Service Centre. The total staff costs, derived by calculating the combined costs of net base salaries, common staff costs, post adjustment and staff assessment, were projected to be $1,358,000 at the Global Service Centre and $697,000 at the Regional Service Centre, a difference of some $661,000. The projected annual cost savings associated with the abolishment of two General Service posts in Brindisi was estimated as $159,800.

24. Further, the analysis found that there were fewer risks involved in consolidating all education grant functions at Entebbe. While the workload at Entebbe would increase by 30 per cent, there would be several experienced staff in an established unit on hand to manage the transition. By comparison, if all education grant processing were to be relocated to Brindisi, only one experienced staff member would be asked to manage a workload that had more than doubled while also training new local staff, as few if any of those currently performing education grant functions at Entebbe would be able to move along with their posts. Processes would be streamlined, taking into account global field support strategy principles. The consolidation of the education grant function in a single location would facilitate the streamlining and standardization process, thereby allowing for greater consistency and quality in the servicing of staff.

25. At the moment, three Regional Service Centre client missions (MONUSCO, UNAMID and UNMISS) are contributing to education grant processing. The Department of Field Support would like to take the opportunity created by the proposed consolidation of education grant functions in Entebbe to put in place a fee-for-service system on a pilot basis.

V. Conclusion

26. The focus in the remaining period until realization of the global field support strategy end state would be on continuing to refine and institutionalize the performance management and benefits reporting tools introduced under the strategy. The Department of Field Support would do so drawing on lessons and best practices from the implementation of the strategy and other system-wide change processes thus far. As such, it will work to ensure that new practices are mainstreamed into the

day-to-day work of the Department, service centres and missions with a view to ensuring that field support is placed on a solid basis for rigorous performance management and continued business process improvement through the remainder of the strategy implementation period and beyond.

Annex II

Regional Service Centre

I. Introduction

1. The Regional Service Centre at Entebbe was established in July 2010 to serve the client missions in the East Africa region. The beneficiary missions are MONUSCO, UNAMID, UNMISS, UNISFA, UNSOA, BNUB, BINUCA and UNSOM. The Centre is financed by its client missions on the basis of each mission's budget in relation to the total budget of the client missions.

2. The General Assembly, in its resolution 65/289, requested the Secretary-General to provide, on an annual basis and in a consolidated manner, information on financial and human resources provided by client missions to the Centre. The present annex provides a summary of the performance of the Centre during the 2012/13 financial period, as well as consolidated financial and human resources required for the operation of the Centre for the period from 1 July 2014 to 30 June 2015, and details on the share of the resources allocated to each client mission as reflected in the respective mission budget proposals.

II. Budget performance for 2012/13

3. The following summarizes the performance of the Regional Service Centre for the financial period from 1 July 2012 to 30 June 2013.

A. Support framework performance

4. The Centre started with four pilot projects that have delivered, and are expected to continue to deliver, cost reductions and improved productivity and efficiency:

- Check-in/check-out
- Regional Training and Conference Centre
- Education grant processing
- Transportation and Movements Integrated Control Centre

5. The Regional Service Centre continues to be an evolving concept in providing regional support to its client missions. During 2012/13, the Centre provided shared services to the participant missions and a considerable number of finance and human resources transactional non-location-dependent administrative functions were moved from field missions to the Centre. The Centre completed during the period the first four transition phases (assessment, absorption, rationalization and integration) for education grant processing, the Regional Training and Conference Centre, the Transportation and Movements Integrated Control Centre and human resources and finance functions. The partial integration of check-in/check-out functions was also undertaken and the re-engineering of the finance and human resources functions initiated.

6. The service delivery model during the period was based on functional silos, with separate pillars for the finance functions and the human resources functions. This structure led to challenges in accountability, responsibility and ownership for services that are, for example, initiated in the human resources pillar and end in the finance pillar. The structure also required a longer process for full end-to-end re-engineering, therefore delaying the benefits of a streamlined process for the clients. In order to improve its service delivery model, the Centre undertook the restructuring of its finance and human resources functions into end-to-end process service lines, which are the organizational units where several functions contributing to the delivery of the same service are co-located. The first service line for the processing of all entitlements travel (home leave travel, family visits and education grant travel) became operational in May 2013. The service delivery model was also further defined in accordance with the end state of the Centre and taking into account the benefits anticipated from Umoja.

7. In May 2013, the Centre conducted a first client satisfaction survey for its client missions with the aim of defining a baseline for future improvements. Finally, the construction of two office buildings and a data centre was initiated.

Expected accomplishment 1.1: Fully functioning Regional Service Centre concept in line with the global field support strategy

Planned indicators of achievement	*Actual indicators of achievement*
1.1.1 Completion of the first four parts of the transition phases — assessment, absorption, rationalization and integration for Steering Committee-approved functions transferred from client missions	Partially achieved. The first four parts of the transition phase have been completed for education grant processing, the Regional Training and Conference Centre, the Transportation and Movements Integrated Control Centre and human resources and finance functions. Check-in/check-out functions are not fully integrated yet, as MONUSCO staff members assigned to the western region of the Democratic Republic of the Congo check in through Kinshasa instead of Entebbe
1.1.2 Initiate the re-engineering of finance and human resources processes for the Regional Service Centre	Achieved. The re-engineering of finance and human resources functions was initiated in the areas of assignment grant and processing of entitlement travel
1.1.3 Finalization of the service centre concept and service delivery model	Achieved. The service centre concept and service delivery model were finalized and presented in the previous report of the Secretary-General (A/67/723)

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Transfer Steering Committee-approved functions and posts from the client missions to the Regional Service Centre	Yes	247 posts have been transferred from the client missions to the Regional Service Centre; functions were transferred along with the relevant delegations of authority
Standardized processes for human resources and finance	Yes	The processes for assignment grant and entitlement travel have been standardized

Completion of the assessment phase for procurement and back-office logistics functions for client missions	Yes	A review was conducted and the proposals endorsed by the Steering Committee of the Regional Service Centre

Expected accomplishment 1.2: Effective and efficient check-in/check-out support to clients

Planned indicators of achievement	*Actual indicators of achievement*
1.2.1 Reduction of time required for check-in (2010/11: 12 days; 2011/12: more than 95 per cent completed in 2 days; 2012/13: more than 98 per cent completed in 2 days)	Not achieved. 89.3 per cent of 1,363 check-ins were completed in 2 day The lower achievement was mainly due to the time needed to complete the mandatory training (basic security in the field, advanced security in the field, integrity, abuse of authority and prevention of sexual harassment) on deployment
1.2.2 Reduction of time required for international personnel check-outs (2010/11: 12 days; 2011/12: more than 95 per cent completed in 1 day; 2012/13: more than 98 per cent completed in 1 day)	Achieved. 99.3 per cent completed in 1 day
1.2.3 Sustained level of services by maintaining a short time for uniformed personnel check-outs (2010/11: 12 days; 2011/12: more than 98 per cent completed in 3 days; 2012/13: more than 98 per cent completed in 3 days)	Achieved. 98 per cent completed in 3 days

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Check-in and check-out of 3,000 personnel inclusive of uniformed personnel and United Nations Volunteers	3,465	1,530 check-ins (MONUSCO: 179; UNISFA: 181; UNMISS: 1,170), including 94 international, 649 military, 512 police, 246 United Nations Volunteers and 29 national 1,935 check-outs (UNAMID: 22; MONUSCO: 1,674; UNISFA: 237; UNMISS: 2), including 185 international, 1,165 military, 275 police, 226 United Nations Volunteers and 84 national

Expected accomplishment 1.3: Effective and efficient education grant processing support to clients

Planned indicators of achievement	*Actual indicators of achievement*
1.3.1 Sustained level of services by maintaining a short time for settling education grant claims during peak period (July-October) (2010/11: 5 months; 2011/12: more than 96 per cent in less than 7 weeks; 2012/13: more than 96 per cent in less than 7 weeks)	Not achieved. 46 per cent of 3,336 claims settled in less than 7 weeks Delays in processing were due to staff members not sending the required documents in a timely manner

1.3.2 Sustained level of services by maintaining a short time for settling education grant claims during off-peak period (November-June) (2010/11: 5 months; 2011/12: more than 96 per cent in less than 4 weeks; 2012/13: more than 96 per cent in less than 4 weeks)	Not achieved. 70.3 per cent of 2,326 claims settled in less than 4 weeks Delays were due to staff members not sending the required documents in a timely manner
1.3.3 Reduction in average number of education grant claims returned to mission (2010/11: 40 per cent; 2011/12: 20 per cent; 2012/13: less than 15 per cent)	Achieved. The percentage of claims returned during the period was 4 per cent

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Processing of 6,000 education grant claims	5,662	Claims (BINUCA: 62; BNUB: 45; MINURSO: 132; MONUSCO: 1,201; ONUCI: 454; UNAMID: 1,391; UNIOGBIS: 79; UNIPSIL: 39; UNISFA: 64; UNMIL: 607; UNMISS: 1,054; UNMIT: 5; UNOAU: 86; UNOCA: 8; UNOWA: 55; UNPOS: 31; UNSMIL: 78; UNSOA: 267; Headquarters: 4)

Expected accomplishment 1.4: Effective and efficient Regional Training and Conference Centre support to client

Planned indicators of achievement	*Actual indicators of achievement*
1.4.1 Sustained level of services in the operation of the Regional Training and Conference Centre (2010/11: 2,000 staff; 2011/12: 3,000; 2012/13: 3,000)	Achieved. The total number of participants in events at the Regional Training and Conference Centre was 6,391
1.4.2 Sustained level of services in response time to training requests received by the Regional Training and Conference Centre (2010/11: 98 per cent within 24 hours; 2011/12: 98 per cent within 24 hours; 2012/13: 98 per cent within 24 hours)	Not achieved. 47 per cent of training requests responded to within 24 hours The lower achievement was due to information technology issues of the Field Support Suite
1.4.3 Increased level of customer satisfaction received from training participants (2010/11: 97.7 per cent of customers satisfied or more than satisfied; 2011/12: 98.8 per cent of customers satisfied or more than satisfied; 2012/13: 99 per cent of customers satisfied or more than satisfied)	Not achieved. 28 per cent of customers satisfied The Regional Service Centre conducted the first overall client satisfaction survey with the aim of defining a baseline for future improvements. The participation rate was 8 per cent of the total civilian staff in the three biggest client missions (MONUSCO, UNAMID, UNMISS). The survey will be repeated in the first quarter of 2014

Planned outputs	*Completed (number or yes/no)*	*Remarks*
150 regional training sessions and conferences held with participation of 3,000 staff from regional missions	6,391	Staff (MONUSCO: 1,884; UNMISS: 1,880; UNAMID: 228; UNSOA: 69; UNISFA: 77; United Nations agencies: 43; UNOCA: 65; Regional Service Centre: 1,250; Headquarters: 832; Global Service Centre: 26; external partners: 37)
	302	Training sessions and conferences (MONUSCO: 82; UNMISS: 73; UNAMID: 16; UNSOA: 5; UNISFA: 6; Headquarters: 44; Global Service Centre: 4; RSCE: 67; United Nations agencies and other partners: 5)

Expected accomplishment 1.5: Effective and efficient regional troop movement support to clients

Planned indicators of achievement	*Actual indicators of achievement*
1.5.1 Increased number of regional troop movement flights coordinated by the Transportation and Movements Integrated Control Centre (2010/11: not applicable; 2011/12: 100; 2012/13: 330)	Achieved. The total number of flights coordinated/carried out by the Transportation and Movements Integrated Control Centre was 839. The higher achievement was due to the Steering Committee's decision that all client mission troop rotation flights in Africa be conducted by the Transport and Movements Integrated Control Centre, the decision of UNSOA to have all its troop movement flights conducted by the Transport and Movements Integrated Control Centre, and the exercising of an optional contract arrangement for two additional aircraft

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Coordination of 330 troop movement flights using United Nations long-term charter aircraft	839	Troop movement flights (UNAMID: 347; MONUSCO: 66; UNMISS: 43; UNISFA: 3; UNSOA: 342; ONUCI: 38)

Expected accomplishment 1.6: Effective and efficient finance services support to clients

Planned indicators of achievement	*Actual indicators of achievement*
1.6.1 Reduction in time required to process invoices and miscellaneous claims (2010/11: not applicable; 2011/12: not applicable; 2012/13: 98 per cent within 28 calendar days)	Partially achieved. 86.8 per cent of invoices were paid within 28 days The lower achievement was due to the client missions not submitting complete documentation in a timely manner 89 per cent of claims were paid within 28 days The lower achievement was mainly experienced during the first quarter of the performance period during which the Finance Section was undergoing structural integration. From then on, its performance consistently exceeded the target, with an average of 99.8 per cent claims processed within 28 days

1.6.2 Reduction in time taken to process electronic bank transfers (2010/11: not applicable; 2011/12: not applicable; 2012/13: 97 per cent within 3 days)	Achieved. 98 per cent of electronic bank transfers were processed within 3 days
1.6.3 Reduction in time to process staff monthly payroll and other allowances (2010/11: not applicable; 2011/12: not applicable; 2012/13: 95 per cent within 5 working days)	Achieved. 99.8 per cent of staff payroll were processed within 5 days
1.6.4 Increased customer satisfaction rate for finance services (2010/11: not applicable; 2011/12: not applicable; 2012/13: 70 per cent)	Not achieved. 13 per cent of customer satisfaction for claims services; 21 per cent for payroll services; 16 per cent for vendor services The Regional Service Centre conducted the first overall client satisfaction survey with the aim of defining a baseline for future improvements. The participation rate was 8 per cent of the total civilian staff in the 3 biggest client missions (MONUSCO, UNAMID, UNMISS). The survey will be repeated in the first quarter of 2014

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Implementation of processes, practices and systems to improve finance support	Yes	The re-engineering of assignment grant processing and entitlement travel processing was conducted. The implementation of the electronic F.10 module allows for the tracking of claims. A comprehensive division of roles and responsibilities between client missions and the Regional Service Centre was established
Process 220,000 payment transactions	243,438	Payment transactions (MONUSCO: 75,048; UNAMID: 74,406; UNMISS: 89,280; UNMIS: 96; UNISFA: 4,608)

Expected accomplishment 1.7: Effective and efficient human resources support to clients

Planned indicators of achievement	*Actual indicators of achievement*
1.7.1 Reduction in time required to fill vacancies from Field Central Review Board rosters (2010/11: not applicable; 2011/12: not applicable; 2012/13: 98 per cent within 90 calendar days)	Partially achieved. 61 per cent of vacancies were filled within 90 days The lower achievement was due to the fact that several components of the recruitment process are conducted outside of the Regional Service Centre, such as conduct and discipline clearance, reference checks, medical clearance and issuance of the United Nations laissez-passer Recruitment was handed back to the client missions in April 2013, and the Regional Service Centre now only handles the on-boarding process

1.7.2 Reduction in time required to respond to staff entitlement queries/requests (2010/11: not applicable; 2011/12: not applicable; 2012/13: 98 per cent within 5 working days)	Partially achieved. 39 per cent of staff entitlement queries/requests received were responded to within 5 days The lower achievement was mainly experienced during the first quarter of the performance period during which the Human Resources Section was undergoing structural integration
1.7.3 Increased customer satisfaction rate for human resources services (2010/11: not applicable; 2011/12: not applicable; 2012/13: 70 per cent)	Partially achieved. 15 per cent customer satisfaction for recruitment and on-boarding; 40 per cent for travel; 48 per cent for staff services; 36 per cent for education grant The Regional Service Centre conducted the first overall client satisfaction survey with the aim of defining a baseline for future improvements. The participation rate was 8 per cent of the total civilian staff in the 3 biggest client missions (MONUSCO, UNAMID, UNMISS). The survey will be repeated in the first quarter of 2014

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Implementation of processes, practices and systems to improve human resources support	Yes	Human resources staff were trained and certified in the use of IMIS for all delegations of authority and participated in the human resources certificate programme, a collaboration between the Department of Field Support and Cornell University
Administration of benefits, entitlements and time and attendance for 2,000 international staff members	Yes	3,655 staff members whose benefits were administered (MONUSCO: 1,121; UNAMID: 1,243; UNMISS: 1,018; UNISFA: 146; BINUCA: 74; BNUB: 53)

Expected accomplishment 1.8: Effective and efficient administrative and logistical support to the Regional Service Centre at Entebbe and the Steering Committee

Planned indicators of achievement	*Actual indicators of achievement*
1.8.1 Effective and efficient management of the 199 staff members	Achieved. Administration of 247 staff members
1.8.2 Successful construction of 2 office buildings and a training centre	Partially achieved. The construction started in October and November 2012 due to a lengthy procurement process, and is expected to be completed in February 2014
1.8.3 Effective and efficient support to the Steering Committee meetings	Achieved. Five Steering Committee meetings were supported

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Design and construction of the 2 office buildings and a conference centre	No	The design of the two office buildings was finalized during the period; however, the design of the conference centre was finalized in September 2013

Organizing/hosting of 4 Steering Committee meetings and implementation of the decisions of the Committee	5	Steering Committee meetings organized/hosted and 187 decisions implemented
12 monthly reports to the Steering Committee on the activities and progress of the centre	9	Monthly reports. The lower output was due to the combining of 4 monthly reports into 1 report
8 process re-engineering workshops on finance and human resources	2	Workshops. The remaining process re-engineering of human resources and finance functions has been postponed to 2013/14, after finalization of the service line concept of the Regional Service Centre
Implementation of 6 Field Support Suite modules and iNeed	6	Field Support Suite modules were implemented: Regional Service Centre check-in, Regional Service Centre check-out, eLeave MONUSCO, ePT8 (except UNSOA), conference management system, education grant iNeed was implemented
Design and development of 2 funding models	No	The Regional Service Centre has achieved structural integration of finance and human resources functions and further defined its service delivery model. This required alignment with the end state of the Centre and anticipated benefits from Umoja. Consequently, the Centre will define the appropriate funding model in the current period
Assessment of business continuity and disaster recovery and risk assessment	Yes	The risk assessment report was completed and approved by the Regional Service Centre Steering Committee. Following the approval of the recommendations of the report, a business continuity plan will be developed. Disaster recovery will be supported by the data centre under construction

B. Financial resources

8. The approved resources for the period from 1 July 2012 to 30 June 2013 amounted to $28,176,000 in support of 199 posts. During that period, the expenditure of the Regional Service Centre amounted to $34,093,400, for an overexpenditure of $5,917,400 (gross) or 21 per cent. Details by class are shown in table B.1.

Table B.1
Summary of financial performance, 1 July 2012 to 30 June 2013
(Thousands of United States dollars)

			Variance	
	Apportionment	*Expenditure*	*Amount*	*Percentage*
Category	*(2)*	*(3)*	*(4)*	*(5)*
Civilian personnel				
International staff	16 425.2	16 181.3	243.9	1.5
National staff	1 065.2	111.9	953.3	89.5
United Nations Volunteers	518.6	–	518.6	100
Subtotal	**18 009.0**	**16 293.2**	**1 715.8**	**9.5**
Operational costs				
Consultants (training and non-training)	219.3	235.1	(15.8)	(7.2)
Official travel	194.0	150.4	43.6	22.5
Facilities and infrastructure	7 176.7	9 753.8	(2 577.1)	(35.9)
Ground transportation	123.4	137.1	(13.7)	(11.1)
Air transportation	–	1.1	1.1	–
Communications	619.0	342.1	276.9	44.7
Information technology	1 663.5	7 096.1	(5 432.6)	(326.6)
Medical	71.6	38.8	32.8	(45.9)
Special equipment	–	–	–	–
Other supplies, services and equipment	99.5	45.7	53.8	54.1
Subtotal	**10 167.0**	**17 800.2**	**(7 633.2)**	**(75.1)**
Gross requirements	**28 176.0**	**34 093.4**	**(5 917.4)**	**(21.0)**
Staff assessment income	1 726.3	1 602.1	124.2	7.2
Net requirements	**26 449.7**	**32 491.3**	**(6 041.6)**	**(22.8)**
Voluntary contributions in kind (budgeted)	–	–	–	–
Total requirements	**28 176.0**	**34 093.4**	**(5 917.4)**	**(21.0)**

9. An explanation of variances for classes of expenditure with a variance of plus or minus 5 per cent or $100,000 is provided below (resource variance amounts are expressed in thousands of United States dollars).

	Variance	
International staff	$243.9	1.5 %

10. The lower requirements were mainly attributable to lower expenditure for common staff costs, partly offset by a lower actual average vacancy rate for the period (the actual average vacancy rate was 0.8 per cent, compared to an average budgeted vacancy rate of 16.6 per cent).

	Variance	
National staff	$953.3	89.5%

11. The variance resulted from the fact that only part of the costs incurred by the client missions in relation to their national staff deployed to the Regional Service Centre could be identified, due to the changes in post management during the transfer of posts from the client missions to the Regional Service Centre. This issue is being rectified for the 2013/14 period.

	Variance	
United Nations Volunteers	$518.0	100.0%

12. The variance was due to the fact that the costs incurred by the client missions in relation to their United Nations Volunteers deployed to the Regional Service Centre could not be identified for the reasons specified above.

	Variance	
Consultants	($15.8)	(7.2)

13. The increased requirements were attributable to additional needs for consultancy services for the re-engineering of the assignment grant process, the establishment of the travel entitlement service line and a comprehensive risk assessment to ensure business continuity and avert disruption of services.

	Variance	
Official travel	$43.6	22.5%

14. The lower requirements were due to the fact that the planned external trainings were conducted at the Centre, and to the fact that the consultants provided on-the-job training to staff members while delivering their services.

	Variance	
Facilities and infrastructure	($2 577.1)	(35.9%)

15. The overexpenditure was mainly attributable to delays in 2011/12 in the procurement process for the design and construction of two office buildings and a data centre, resulting in a shift of the construction of the two office buildings and one regional training centre to the 2012/13 financial period.

	Variance	
Ground transportation	($13.7)	(11.1%)

16. The additional requirements were principally for spare-parts, for which no provision was made in the budget.

	Variance	
Communications	$276.9	44.7%

17. The reduced requirements were principally attributable to a lower than estimated share for the Centre of charges for Internet services, resulting from combining the services with those of the tenants of the base.

	Variance	
Information technology	($5 432.6)	(326.6%)

18. The increased requirements were due to the deployment of information technology solutions in the Centre, such as the Field Support Suite, the customer relationship management modules and content and project management tools, for which no provision was included in the budget.

	Variance	
Medical	$32.8	45.9%

19. The reduced requirements resulted mainly from a lower than anticipated number of medical visits and consequently a lesser demand for medical supplies.

	Variance	
Other supplies, services and equipment	$53.8	54.1%

20. The variance was principally attributable to reduced requirements for training fees, supplies and services.

21. A breakdown of the expenditure by client mission is reflected in table B.2 below. Since the services delivered were received by all client missions, the expenditure incurred by the Centre are allocated to each client mission on the basis of an agreed distribution model, and are reported in the context of its individual budget performance report for 2012/13.

Table B.2

Expenditure distribution by mission

(Thousands of United States dollars)

		Expenditure (2012/13)										
	Allotment (2011/12)	*MONUSCO*	*UNAMID*	*UNISFA*	*UNMISS*	*UNSOA*	*UNPOS*	*BNUB*	*BINUCA*	*Total*	*Unencumbered balance*
International staff	16 425.2	4 551.0	5 377.6	–	6 252.7	–	–	–	–	16 181.3	243.9
National staff	1 065.2	111.9	–	–	–	–	–	–	–	111.9	953.3
United Nations Volunteers	518.6	–	–	–	–	–	–	–	–	–	518.6
Consultants	219.3	101.1	56.4	18.5	35.7	19.9	1.0	1.2	1.2	235.2	(15.8)
Official travel	194.0	57.08	51.94	3.74	22.90	11.41	0.8	1.4	1.3	150.6	43.6
Facilities and infrastructure	7 176.7	2 736.50	2 830.0	330.86	3 243.3	512.48	32.41	41.9	26.4	9 753.9	(2 577.1)
Ground transportation	123.4	41.67	29.40	6.10	47.80	9.73	0.5	0.9	1.0	137.10	(13.7)

	Allotment (2011/12)	Expenditure (2012/13)										Unencumbered balance
		MONUSCO	UNAMID	UNISFA	UNMISS	UNSOA	UNPOS	BNUB	BINUCA	Total		
Air transportation	–	–	–	1.13	–	–	–	–	–	1.1		(1.1)
Communications	619.0	210.38	2.94	12.61	97.8	20.70	0.7	1.6	1.4	342.13		276.9
Information technology	1 663.5	3 314.32	1 874.05	233.57	1 283.1	373.85	0.8	1.1	15.4	7 096.2		(5 432.6)
Medical services	71.6	13.32	8.26	1.84	10.9	3.94	0.1	0.27	0.2	38.7		32.8
Other supplies services and equipment	99.5	22.42	9.72	2.59	6.5	2.92	0.12	0.4	0.4	45.7		53.8
Total	**28 176.0**	**11 159.67**	**10 240.4**	**611.0**	**10 994.7**	**955.0**	**36.3**	**48.7**	**47.3**	**34 093.4**		**(5 917.4)**

C. Human resources

22. The total number of posts approved for deployment to the Regional Service Centre from some of the client missions was 160 for 2012/13 in addition to the deployment of 39 posts during 2011/12, resulting in a total of 199 posts approved for 2012/13. The 199 posts were contributed by three client missions (UNAMID, UNMISS and MONUSCO).

23. A number of finance and human resources functions were initially identified for transfer to the Centre during the period. However, many of these functions had parts which were still being performed in the missions, resulting in broken lines of responsibility. As a remedial measure, the Steering Committee endorsed the further deployment of the remaining transactional and non-location-dependent functions from the missions to the Centre. The transfer of these functions was subsequently approved by the General Assembly in the context of the 2013/14 budgets of the client missions.

Incumbency

24. As a result of the further deployment of the remaining finance and human resources functions from the client missions to the Centre, the average incumbency during the period was 200 civilian personnel, compared to an authorized staffing table of 199 posts and positions. Of the 199 posts and positions approved, 124 were international posts, for which the actual average vacancy rate was 0.8 per cent, 66 were national posts, for which the Centre had an overincumbency of 1.5 per cent, and 9 were United Nations Volunteer positions, for which the Centre had an overincumbency of 11.1 per cent, as shown in table B.3.

Table B.3
Human resources incumbency performance by category of personnel

Category	*Approved*	*Actual (average)*	*Vacancy rate (percentage)*
International staff	124	123	0.8
National staff			
National Officers	5	2	60.0
National General Service staff	61	65	(6.6)
United Nations Volunteers	9	10	(11.1)

III. Consolidated resource requirements for 2014/15

A. Resource planning assumptions

25. It is anticipated that the Centre's staffing requirements for transactional finance and human resources functions will remain the same in 2014/15 as in 2013/14. As an expansion of the Centre's support to the field missions in East Africa, the Centre is integrating in 2013/14 information technology functions as part of its service delivery model.

26. The Centre's service delivery model will therefore include allowance and payments, benefits and entitlements, financial reporting, the Transportation and Movements Integrated Control Centre and the Regional Information and Communication Technology Service. These functional areas will continue to be supported by the Administration Section and service delivery sections, which are responsible for business process re-engineering, quality assurance, business intelligence, performance management against key performance indicators and major project management. The integration of the Regional Information and Communication Technology Service will allow the Centre to deliver the improvements and efficiencies identified for information technology functions, including telephone billing, regional network security and geospatial information systems. The establishment of the Regional Information and Communication Technology Service as an integral part of the Centre was completed in July 2013, with 22 posts being transferred from the client missions to the Centre, a net increase of 15 posts compared to the 7 posts initially identified for transfer in 2013/14.

27. With the introduction of the service line concept in the 2012/13 period, the Centre started the process of adjusting its structure to deliver improved and standardized services. By the end of the 2013/14 period, all of the Centre's non-location-dependent administrative functions will be reorganized in process-specific service lines. Each service line will have a manager responsible for key day-to-day operations. The focus of the service line managers is therefore on the speed and quality of the process as well as the clients' needs while ensuring that all transactions within the service line are in compliance with the existing rules and regulations of the Organization. This restructuring will enable the Centre to maintain the principle of authority, accountability and responsibility, clear reporting lines and better span of control and workload distribution. As the Centre stabilizes its service delivery model in 2014/15, one of the priorities for the period will be to complete the re-engineering of the end-to-end process of the new service lines, and the continuous improvement of the existing service lines. It is anticipated that the service lines will enhance the delivery of non-location-dependent administrative services to the Centre's client missions, creating further efficiencies through:

(a) Building stakeholders confidence in the goals of the global field support strategy by improving the delivery of Centre-standardized services;

(b) Visibility in the performance of specific services, with emphasis on end-to-end processes;

(c) Improved responsibility and accountability in the delivery of services, with all staff members involved in the steps of a single process co-located under the supervision of one process manager;

(d) Improved efficiency, with a greater understanding of workload requirements for each single service line and hence the ability to efficiently assign and manage the supporting resources;

(e) Improved speed in the delivery of services achieved through co-location and standardization.

28. In addition to the continuous process improvement programme undertaken, the Centre is implementing a quality management system with the aim of obtaining ISO 9001 certification for at least one of its service lines by the end of the 2014/15 financial period. This effort will require the support of a consultant in quality management.

29. Some 332 posts were approved for transfer from the client missions to the Centre in 2013/14. With the additional 15 posts transferred for information technology functions, the total number of posts in the Centre in 2014/15 would be 347. Taking the local capacity into consideration, it is also proposed to nationalize 10 per cent of the 169 international posts approved for transfer in 2013/14, that is 17 posts over the two-year period of 2014/15 and 2015/16. In this regard, 10 international posts are proposed to be nationalized in 2014/15, of which two are finance posts, seven are human resources posts and one is a Transport and Movements Integrated Control Centre post.

30. The nationalization of international posts is proposed to be undertaken over a two-year period in order to ensure a seamless transition of functions from international to national posts and to allow sufficient time to put in place a training and mentoring programme to support the gradual nationalization of posts and enable transfer of knowledge to newly recruited national staff. The nationalization of encumbered international posts will occur when staff members resign, retire or are reassigned.

31. The Centre will continue to support the roll-out of Umoja in the region during the 2014/15 period, with the deployment of "Umoja cluster 5-extension 1" (local staff) scheduled for January 2016. In order to reduce the environmental impact of its operations, the Centre will also implement greening initiatives in coordination with UNEP and MONUSCO. Finally, the Centre will maintain its relationship with the MONUSCO Entebbe Support Base, as reflected in the operational level agreement.

B. Support framework

32. The results-based-budgeting framework of the Centre for 2014/15 is presented below.

Expected accomplishments	*Indicators of achievement*
1.1 Fully functioning Regional Service Centre in line with the global field support strategy	1.1.1 Completion of the re-engineering phase and initiation of the continuous performance improvement for the Centre's service lines
	1.1.2 Service delivery standards are fully met for 80 per cent of the transactions (2012/13: not applicable; 2013/14: not applicable; 2014/15: 80 per cent)

Outputs

- Effective management of 8 service level agreements
- 10 re-engineering projects completed for the Centre's service lines
- ISO 9001 certification of at least one service line
- Establishment of a comprehensive staff development and capacity-building programme
- Timely completion of all tasks for the roll-out of Umoja extensions
- Review and update of the business continuity plan

Expected accomplishments	*Indicators of achievement*
1.2 Effective and efficient check-in/check-out support to clients	1.2.1 Maintenance of the time required for check-in (2012/13: 89.3 per cent completed in 2 days; 2013/14: more than 98 per cent completed in 2 days and 100 per cent completed in 7 days; 2014/15: more than 98 per cent completed in 2 days and 100 per cent completed in 7 days
	1.2.2 Maintenance of the time required for international personnel check-outs (2012/13: 99.3 per cent completed in 1 day; 2013/14: more than 98 per cent completed in 1 day and 100 per cent completed in 5 days; 2014/15: more than 98 per cent completed in 1 day and 100 per cent completed in 5 days)
	1.2.3 Sustained level of services by maintaining a short time for uniformed personnel check-outs (2012/13: 98 per cent completed in 3 days; 2013/14: more than 98 per cent completed in 3 days and 100 per cent completed in 7 days; 2014/15: more than 98 per cent completed in 3 days and 100 per cent completed in 7 days

Outputs

- Check-in and check-out of 1,501 civilian personnel (517 from MONUSCO, 337 from UNMISS, 553 from UNAMID, 26 from UNISFA, 26 from UNSOA, 10 from UNSOM, 18 from BINUCA and 14 from BNUB)
- Check-in and check-out of 3,500 uniformed personnel (913 from MONUSCO, 286 from UNMISS, 2,240 from UNAMID and 61 from UNISFA)

Expected accomplishments	*Indicators of achievement*
1.3 Effective and efficient education grant processing support to clients	1.3.1 Sustained level of services by maintaining a short time for processing education grant claims during peak period (July-October) (2012/13: 46.0 per cent in less than 7 weeks; 2013/14: more than 96 per cent in less than 6 weeks; 2014/15: 96 per cent in 6 weeks)

	1.3.2 Maintenance of a short time for processing education grant claims during off-peak period (November-June) (2012/13: 70.3 per cent in less than 4 weeks; 2013/14: more than 96 per cent in less than 3 weeks; 2014/15: 96 per cent in 3 weeks) **1.3.3 Reduction in the time taken to pay education grant claims during peak period (July-October) (2012/13: not applicable; 2013/14: less than 12 per cent; 2014/15: 96 per cent in 1 week)** **1.3.4 Reduction in the time taken to pay education grant claims during off-peak period (November-June) (2012/13: not applicable; 2013/14: not applicable; 2014/15: 96 per cent in 3 days)** **1.3.5 Reduction in the average number of education grant claims returned to missions (2012/13: 4.0 per cent; 2013/14: less than 12 per cent; 2014/15: less than 11 per cent)**

Outputs

- **Processing of 6,000 education grant claims (1,791 from MONUSCO, 1,197 from UNMISS, 2,048 from UNAMID, 6 from UNISFA, 329 from UNSOA and UNSOM, 64 from BINUCA, 90 from BNUB and 475 from other United Nations entities)**

Expected accomplishments	*Indicators of achievement*
1.4 Effective and efficient Regional Training and Conference Centre support to clients	**1.4.1 Sustained level of services in the operation of the Regional Training and Conference Centre (2012/13: 6,391 participants in events organized by the Regional Service Centre; 2013/14: 6,000; 2014/15: 6,000)** **1.4.2 Maintenance of the response time to training requests received by the Regional Training and Conference Centre (2012/13: 47 per cent within 24 hours; 2013/14: 98 per cent within 24 hours; 2014/15: 98 per cent within 24 hours)** **1.4.3 Sustained level of customer satisfaction received from training participants (2012/13: 28 per cent of customers satisfied or more than satisfied; 2013/14: 99 per cent of customers satisfied or more than satisfied; 2014/15: 99 per cent of customers satisfied or more than satisfied)**

Outputs

- **250 regional training sessions and conferences held with participation of 6,000 staff from regional missions (1,886 from MONUSCO, 1,037 from UNMISS, 2,799 from UNAMID, 104 from UNISFA, 67 from UNSOA, 26 from UNSOM, 45 from BINUCA and 36 from BNUB)**

Expected accomplishments	*Indicators of achievement*
1.5 Effective and efficient regional troop and police movement support to client missions	1.5.1 Timely coordination of regional troop and police movement flights by the Transportation and Movements Integrated Control Centre (2012/13: 839 flights; 2013/14: 1,179; 2014/15: 555)
	1.5.2 Reduction in the time required to provide a transportation solution for troop and police movements (2012/13: not applicable; 2013/14: 96 per cent within 5 days and 100 per cent within 14 days; 2014/15: 95 per cent within 5 days and 100 per cent within 10 days)

Outputs

- Coordination of 555 troop and police movement flights using United Nations long-term charter aircraft (25 for MONUSCO, 20 for UNMISS, 12 for UNAMID and 498 for UNSOA)
- 19,433 troops and police moved (UNAMID 420, MONUSCO 852, UNMISS 690, UNSOA/AMISOM 17,471)

Expected accomplishments	*Indicators of achievement*
1.6 Effective and efficient support to regional air and surface transportation requirements from client missions	1.6.1 Regional flights operated on schedule (2012/13: not applicable; 2013/14: not applicable; 2014/15: at least 75 per cent operated on time)
	1.6.2 Reduction in the time required to provide other transportation solutions (2012/13: not applicable; 2013/14: not applicable; 2014/15: 95 per cent within 5 days and 100 per cent within 10 days)
	1.6.3 70 per cent of passengers and cargo capacity utilization (2012/13: not applicable; 2013/14: not applicable; 2014/15: 70 per cent)
	1.6.4 80 per cent of flight hours utilization against budgeted hours (2012/13: not applicable; 2013/14: not applicable; 2014/15: 80 per cent)

Outputs

- 876 regional flights (416 for MONUSCO, 312 for UNAMID and 148 extra flights requested by regional missions outside the routine schedule)
- 285 surge (ad hoc) flights conducted (2 for UNMISS, 3 for UNISFA, 264 for UNSOA, 10 for UNAMID and 6 others: flights requested for dignitaries, security evacuations, medical evacuation, other African missions outside the region)
- 27,948 passengers transported on the integrated regional flight schedule (MONUSCO 13,963, UNAMID 13,985)
- 2,453 passengers transported on surge (ad hoc) flights (UNSOA 1,898, others 555)

- 1,268,741 kg of cargo transported (UNSOA 1,084,560 kg, UNAMID 136,557 kg, UNMISS 33,647 kg, UNISFA 13,950 kg)
- 2,513 flight hours operated (MONUSCO 600, UNAMID 810, UNMISS 45, UNSOA 1,058)
- 5 surface movements coordinated (UNMISS 3, UNISFA 2)
- Optimization of regional transportation assets
- Support to the construction of a regional airfield
- Establishment of regional out-of-mission aircraft handling service contract
- Establishment of regional transportation equipment maintenance contract
- Consolidation of regional movements technical training programmes

Expected accomplishments	*Indicators of achievement*
1.7 Increased level of customer satisfaction	1.7.1 Customer satisfaction level of client missions is at least 80 per cent (2012/13: not applicable; 2013/14: 88 per cent; 2014/15: 80 per cent)
	1.7.2 Customer satisfaction level of troop- and police-contributing countries is at least 80 per cent (2012/13: not applicable; 2013/14: not applicable; 2014/15: 80 per cent)

Outputs

- Conduct of two client satisfaction surveys and two employee engagement surveys

Expected accomplishments	*Indicators of achievement*
1.8 Effective and efficient finance services to clients	1.8.1 Maintenance of the time required to pay valid vendor invoices (2012/13: 86.8 per cent within 28 days; 2013/14: 98 per cent within 27 days; 2014/15: 98 per cent within 27 days)
	1.8.2 Maintenance of the time required to process personnel claims (2012/13: 89 per cent within 28 days; 2013/14: 98 per cent within 21 days; 2014/15: 98 per cent within 21 days)
	1.8.3 Maintain prompt payment discounts obtained from vendors (2012/13: not applicable; 2013/14: not applicable; 2014/15: 100 per cent of prompt payment discounts obtained for applicable vendor invoices)
	1.8.4 Reduction in the time taken to process electronic bank transfers (2012/13: 97 per cent within 3 days; 2013/14: 97 per cent within 3 days; 2014/15: 98 per cent within 3 days)

	1.8.5 Maintenance of the time to process staff monthly payroll and to pay other allowances (2012/13: 99.8 per cent within 5 days; 2013/14: 98 per cent within 5 days; 2014/15: 98 per cent within 5 days) 1.8.6 Sustained customer satisfaction rate for finance services (2012/13: 13 per cent for claims services; 21 per cent for payroll services; 16 per cent for vendor services; 2013/14: 80 per cent; 2014/15: 80 per cent)

Outputs

- Monthly financial statements for UNMISS, MONUSCO, UNAMID, UNISFA, UNSOA, BINUCA, BNUB, UNSOM prepared in compliance with IPSAS standards
- Payment of 50,000 personnel claims (15,716 from MONUSCO, 8,644 from UNMISS, 23,323 from UNAMID, 868 from UNISFA, 555 from UNSOA, 221 from UNSOM, 374 from BINUCA and 299 from BNUB)
- Payment of 3,940 international staff (1,121 from MONUSCO, 1,019 from UNMISS, 1,286 from UNAMID, 127 from UNISFA, 178 from UNSOA, 71 from UNSOM, 77 from BINUCA and 61 from BNUB)
- Payment of 8,500 national staff (3,166 from MONUSCO, 1,630 from UNMISS, 3,363 from UNAMID, 89 from UNISFA, 71 from UNSOA, 28 from UNSOM, 86 from BINUCA and 68 from BNUB)
- Payment of 13,000 uniformed personnel (3,391 from MONUSCO, 1,064 from UNMISS, 8,319 from UNAMID and 226 from UNISFA)
- Payment of 1,800 United Nations Volunteers (619 from MONUSCO, 543 from UNMISS, 598 from UNAMID, 31 from UNISFA, 5 from BINUCA and 4 from BNUB)
- Payment of 6,000 individual contractors (2,000 from MONUSCO, 2,000 from UNMISS, 1,800 from UNAMID, 75 from UNISFA and 125 from UNSOA)
- Payment of 5,400 vendors (1,350 from MONUSCO, 1,125 from UNMISS, 1,260 from UNAMID, 405 from UNISFA, 900 from UNSOA, 225 from BINUCA and 135 from BNUB)

Expected accomplishments	*Indicators of achievement*
1.9 Effective and efficient human resources services to clients	1.9.1 Maintenance of the time to complete onboarding/offer management requests from client missions within delegated authorities (2012/13: not applicable; 2013/14: not applicable; 2014/15: 98 per cent of onboarding cases completed within 90 days) 1.9.2 Maintenance of the time to approve staff entitlements and benefits (2012/13: not applicable; 2013/14: 98 per cent within 14 days; 2014/15: 98 per cent within 14 days) 1.9.3 Maintenance of the time to pay entitlements travel (2012/13: not applicable; 2013/14: 98 per cent within 14 days; 2014/15: 98 per cent within 14 days, 100 per cent within 20 days)

1.9.4 Maintenance of the time to pay assignment grants (2012/13: not applicable; 2013/14: 98 per cent within 5 days; 2014/15: 98 per cent within 5 days)

1.9.5 Contract extensions completed on time for payroll on all recommendations and ePerformance documents received from client missions (2012/13: not applicable; 2013/14: 100 per cent; 2014/15: 100 per cent)

1.9.6 Maintenance of the time for final separation action and finalization of time and attendance records of separating staff (2012/13: not applicable; 2013/14: 98 per cent within 30 days; 2014/15: 98 per cent within 30 days)

1.9.7 Maintenance of the time for issuance of tickets for official travel (2012/13: not applicable; 2013/14: 98 per cent within 7 days; 2014/15: 98 per cent within 7 days)

1.9.8 Compliance with the requirement to purchase tickets for individual travellers 16 calendar days in advance of commencement of official travel (2012/13: not applicable; 2013/14: 75 per cent; 2014/15: 75 per cent)

1.9.9 Maintenance of customer satisfaction rate for human resources services (2012/13: 15 per cent for recruitment and onboarding services; 40 per cent for travel services; 48 per cent for staff services; 2013/14: 90 per cent; 2014/15: 90 per cent)

Outputs

- 1,299 offers issued for international positions (370 from MONUSCO, 336 from UNMISS, 424 from UNAMID, 42 from UNISFA, 59 from UNSOA, 23 from UNPOS, 25 from BINUCA and 20 from BNUB)
- 12,000 contracts extended for national and international staff (4,136 from MONUSCO, 2,554 from UNMISS, 4,485 from UNAMID, 208 from UNISFA, 240 from UNSOA, 95 from UNPOS, 157 from BINUCA and 125 from BNUB)
- 750 assignment grants paid (350 from MONUSCO, 350 from UNMISS, 50 from UNISFA)
- 40,001 entitlements and benefits approved (13,787 from MONUSCO, 8,513 from UNMISS, 14,951 from UNAMID, 693 from UNISFA, 799 from UNSOA, 318 from UNPOS, 523 from BINUCA and 417 from BNUB)
- 15,001 airline tickets issued, including civilian staff and uniformed personnel (4,028 from MONUSCO, 2,095 from UNMISS, 8,061 from UNAMID, 334 from UNISFA, 222 from UNSOA, 88 from UNPOS, 96 from BINUCA and 77 from BNUB)

Expected accomplishments	*Indicators of achievement*
1.10 Effective and efficient information technology support to client missions	**1.10.1 Improvement of telephone billing services through the establishment of a regional structure and standardization (2012/13: not applicable; 2013/14: not applicable; 2014/15: 97 per cent of telephone bills sent within 7 days of receipt of user-verified invoice, 100 per cent within 15 days of receipt of user-verified invoice)** **1.10.2 Improvement of network performance for the missions through centralized management and monitoring at the Technology Centre (2012/13: not applicable; 2013/14: not applicable; 2014/15: 99 per cent network uptime per month)** **1.10.3 Sustain response time to incidents and service requests (2012/13: not applicable; 2013/14: not applicable; 2014/15: 100 per cent of all incidents and service requests are responded to within 3 hours)** **1.10.4 Service level compliance for incident resolution (2012/13: not applicable; 2013/14: not applicable; 2014/15: 90 per cent of all incidents will be resolved according to priority assigned (critical incidents: resolution target 3 hours; high priority: resolution target 6 hours; medium priority: resolution target 12 hours; low priority: resolution time 48 hours)** **1.10.5 Service level compliance for service fulfilment (2012/13: not applicable; 2013/14: not applicable; 2014/15: 90 per cent of all requests for service will be resolved according to priority assigned (critical request for service: resolution target 2 hours; high priority: resolution target 4 hours; medium priority: resolution target 24 hours; low priority: resolution target 48 hours)** **1.10.6 Increased client satisfaction rating for regional information and communications technology services (2012/13: not applicable; 2013/14: not applicable; 2014/15: 90 per cent customer satisfaction)**

Outputs

- **Alignment of information and communications technology projects and services in the region under a unified management structure**
- **Core functions of the regional information and communications technology office for the alignment of projects and service are established**
- **Improve regional information security through standardization**

- Implementation of telephone eBilling, completion of software user acceptance testing and standardization of telephone billing
- Effective management of over 23,600 telephone accounts (MONUSCO 10,065, UNAMID 7,924, UNMISS 4,199, UNSOA 718, UNISFA 114, BINUCA 327, BNUB 260)
- Establishment of a disaster recovery capacity at the Regional Service Centre
- 12 monthly performance reports sent to clients of the Regional Service Centre

External factors

- System failures (commercial leased circuits; Entebbe Support Base infrastructure)
- Power failures

Expected accomplishments	*Indicators of achievement*
1.11 Effective and efficient support to the Regional Service Centre	1.11.1 Reduction of the civilian personnel vacancy rate to 5 per cent 1.11.2 90 per cent of national staff trained in major enterprise applications and continuous process improvement (2012/13: not applicable; 2013/14: not applicable)

Outputs

- 12 monthly post incumbency reports sent to clients of the Regional Service Centre
- 2 training needs assessments completed
- 10 training sessions conducted on Umoja
- 5 training sessions conducted on continuous process improvement
- Recruitments for vacant posts are completed

C. Human resources requirements

33. As explained in the section on resource planning assumptions, it is anticipated that the Centre's staffing requirements for transactional finance and human resources functions will remain the same in 2014/15 as in 2013/14, and 15 additional posts transferred to the Centre for information technology functions, as indicated in table B.4.

Table B.4

Proposed transfer of posts to the Regional Service Centre

Mission	*Information technology posts to be transferred to the Centre*	
	2013/14	*2014/15*
UNAMID	4	6
MONUSCO	2	6
UNMISS	–	2
UNSOA	1	1
Total	**7**	**15**

34. In addition, 10 international posts are proposed to be nationalized as shown in table B.5.

Table B.5

List of posts to be nationalized in 2014/15

Mission	*Number of posts*	*Title*	*Level in 2013/14*	*Proposed level in 2014/15*
MONUSCO	2	Human Resources Assistant	FS	GS
	1	Finance Assistant	FS	GS
Subtotal	**3**			
UNAMID	2	Human Resources Assistant	FS	GS
	1	Human Resources Assistant	FS	NPO
Subtotal	**3**			
UNMISS	2	Human Resources Assistant	FS	GS
	1	Finance Assistant	FS	GS
	1	Air Operations Assistant	FS	GS
Subtotal	**4**			
Total	**10**			

Abbreviations: FS, Field Service; GS, General Service; NPO, National Professional Officer.

35. As a result, the staffing level of the Centre for each functional unit would be as shown in table B.6. The Centre would have a total of 170 international staff, 154 national staff and 23 United Nations Volunteers.

Table B.6

Proposed staffing distribution by function of the Regional Service Centre for 2014/15

	International staff						**International staff subtotal**	*National staff*		**National staff subtotal**		
	D-1	*P-5*	*P-4*	*P-3*	*P-2/1*	*FS*		*NPO*	*NGS*		*UNV*	***Total***
Management team												
Approved posts 2013/14	1	2	–	–	–	–	**3**	–	–	–	–	**3**
Proposed posts 2014/15	1	2	–	–	–	–	**3**	–	–	–	–	**3**
Net change	–	–	–	–	–	–	–	–	–	–	–	–
Check-in/check-out												
Approved posts 2013/14	–	–	–	–	–	2	**2**	–	2	**2**	1	**5**
Proposed posts 2014/15	–	–	–	–	–	2	**2**	–	2	**2**	1	**5**
Net change	–	–	–	–	–	–	–	–	–	–	–	–
Education grant												
Approved posts 2013/14	–	–	–	–	–	4	**4**	–	4	**4**	–	**8**
Proposed posts 2014/15	–	–	–	–	–	4	**4**	–	4	**4**	–	**8**
Net change	–	–	–	–	–	–	–	–	–	–	–	–
Regional Training and Conference Centre												
Approved posts 2013/14	–	–	–	–	–	3	**3**	–	4	**4**	–	**7**
Proposed posts 2014/15	–	–	–	–	–	3	**3**	–	4	**4**	–	**7**
Net change	–	–	–	–	–	–	–	–	–	–	–	–
Transportation and Movements Integrated Control Centre												
Approved posts 2013/14	–	1	3	2	–	6	**12**	–	4	**4**	–	**16**
Proposed posts 2014/15	–	1	3	2	–	5	**11**	–	5	**5**	–	**16**
Net change	–	–	–	–	–	**(1)**	**(1)**	–	**1**	**1**	–	–
Finance												
Approved posts 2013/14	–	1	8	6	2	52	**69**	2	59	**61**	9	**139**
Proposed posts 2014/15	–	1	8	6	2	50	**67**	2	61	**63**	9	**139**
Net change	–	–	–	–	–	**(2)**	**(2)**	–	**2**	**2**	–	–
Human resources												
Approved posts 2013/14	–	1	3	9	2	58	**73**	–	62	**62**	10	**145**
Proposed posts 2014/15	–	1	3	9	2	51	**66**	1	68	**69**	10	**145**
Net change	–	–	–	–	–	**(7)**	**(7)**	**1**	**6**	**7**	–	–

	International staff						**International staff subtotal**	*National staff*		**National staff subtotal**		
	D-1	*P-5*	*P-4*	*P-3*	*P-2/1*	*FS*		*NPO*	*NGS*		*UNV*	***Total***
Information technology												
Approved posts 2013/14	–	–	–	–	–	2	**2**	–	4	**4**	1	**7**
Proposed posts 2014/15	1	–	1	4	–	7	**13**	–	6	**6**	3	**22**
Net change	**1**	**–**	**1**	**4**	**–**	**5**	**11**	**–**	**2**	**2**	**2**	**15**
Logistics												
Approved posts 2013/14	–	–	1	–	–	–	**1**	–	1	**1**	–	**2**
Proposed posts 2014/15	–	–	1	–	–	–	**1**	–	1	**1**	–	**2**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total posts												
Approved posts 2013/14	1	5	15	17	4	127	**169**	2	140	**142**	21	**332**
Proposed posts 2014/15	2	5	16	21	4	122	**170**	3	151	**154**	23	**347**
Net change	**1**	**–**	**1**	**4**	**–**	**(5)**	**1**	**1**	**11**	**12**	**2**	**15**

Abbreviations: FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteer.

36. The contribution of each of the client missions is shown in table B.7.

Table B.7

Staffing contribution of missions to the Regional Service Centre in 2014/15

	International staff							**International staff subtotal**	*National staff*		**National staff subtotal**		
	D-1	*P-5*	*P-4*	*P-3*	*P-2/1*	***Subtotal***	*FS*		*NPO*	*NGS*		*UNV*	***Total***
MONUSCO													
2011/12 approved transfers													
Management team	–	1	–	–	–	**1**	–	**1**	–	–	**–**	–	**1**
Check-in/check-out	–	–	–	–	–	**–**	2	**2**	–	2	**2**	1	**5**
Education grant	–	–	–	–	–	**–**	1	**1**	–	2	**2**	–	**3**
Regional Training and Conference Centre	–	–	–	–	–	**–**	–	**–**	–	1	**1**	–	**1**
Transportation and Movements Integrated Control Centre	–	–	–	1	–	**1**	2	**3**	–	1	**1**	–	**4**
Subtotal	**–**	**1**	**–**	**1**	**–**	**2**	**5**	**7**	**–**	**6**	**6**	**1**	**14**
2012/13 approved transfers													
Finance	–	–	–	1	2	**3**	11	**14**	–	3	**3**	2	**19**
Human resources	–	–	1	3	–	**4**	12	**16**	–	–	**–**	3	**19**
Subtotal	**–**	**–**	**1**	**4**	**2**	**7**	**23**	**30**	**–**	**3**	**3**	**5**	**38**

	International staff							**International staff subtotal**	*National staff*		**National staff subtotal**		
	D-1	*P-5*	*P-4*	*P-3*	*P-2/1*	***Subtotal***	*FS*		*NPO*	*NGS*		*UNV*	***Total***
2013/14 approved transfers													
Finance	–	–	–	1	–	1	13	**14**	–	12	**12**	6	**32**
Human resources	–	–	–	–	–	–	8	**8**	–	16	**16**	2	**26**
Information technology	–	–	–	–	–	–	1	**1**	–	–	**–**	1	**2**
Subtotal	**–**	**–**	**–**	**1**	**–**	**1**	**22**	**23**	**–**	**28**	**28**	**9**	**69**
2014/15 proposed post transfers													
Information technology	–	–	–	2	–	2	2	**4**	–	–	**–**	2	**6**
Subtotal	**–**	**–**	**–**	**2**	**–**	**2**	**2**	**4**	**–**	**–**	**–**	**2**	**6**
2014/15 proposed nationalization of posts													
Human resources	–	–	–	–	–	–	(2)	**(2)**	–	2	**2**	–	**–**
Finance	–	–	–	–	–	–	(1)	**(1)**	–	1	**1**	–	**–**
Subtotal	**–**	**–**	**–**	**–**	**–**	**–**	**(3)**	**(3)**	**–**	**3**	**3**	**–**	**–**
Subtotal, MONUSCO	**–**	**1**	**1**	**8**	**2**	**12**	**49**	**61**	**–**	**40**	**40**	**17**	**118**
UNAMID													
2011/12 approved transfers													
Management team	1	–	–	–	–	1	–	**1**	–	–	**–**	–	**1**
Education grant	–	–	–	–	–	–	2	**2**	–	1	**1**	–	**3**
Regional Training and Conference Centre	–	–	–	–	–	–	1	**1**	–	2	**2**	–	**3**
Transportation and Movements Integrated Control Centre	–	1	2	–	–	3	1	**4**	–	–	**–**	–	**4**
Subtotal	**1**	**1**	**2**	**–**	**–**	**4**	**4**	**8**	**–**	**3**	**3**	**–**	**11**
2012/13 approved transfers													
Finance	–	–	2	–	–	2	10	**12**	–	1	**1**	–	**13**
Human resources	–	–	–	3	–	3	17	**20**	–	6	**6**	–	**26**
Subtotal	**–**	**–**	**2**	**3**	**–**	**5**	**27**	**32**	**–**	**7**	**7**	**–**	**39**
2013/14 approved transfers													
Finance	–	–	1	3	–	4	2	**6**	–	22	**22**	–	**28**
Human resources	–	1	1	1	–	3	7	**10**	–	13	**13**	–	**23**
Information technology	–	–	–	–	–	–	–	**–**	–	4	**4**	–	**4**
Logistics	–	–	1	–	–	1	–	**1**	–	–	**–**	–	**1**
Subtotal	**–**	**1**	**3**	**4**	**–**	**8**	**9**	**17**	**–**	**39**	**39**	**–**	**56**

	International staff							International staff subtotal	National staff		National staff subtotal		
	D-1	*P-5*	*P-4*	*P-3*	*P-2/1*	***Subtotal***	*FS*		*NPO*	*NGS*		*UNV*	***Total***
2014/15 proposed post transfers													
Information technology	1	–	1	–	–	2	3	5	–	1	1	–	6
Subtotal	**1**	**–**	**1**	**–**	**–**	**2**	**3**	**5**	**–**	**1**	**1**	**–**	**6**
2014/15 proposed nationalization of posts													
Human resources	–	–	–	–	–	–	(3)	(3)	1	2	3	–	–
Subtotal	**–**	**–**	**–**	**–**	**–**	**–**	**(3)**	**(3)**	**1**	**2**	**3**	**–**	**–**
Subtotal, UNAMID	**2**	**2**	**8**	**7**	**–**	**19**	**40**	**59**	**1**	**52**	**53**	**–**	**112**
UNMISS													
2011/12 approved transfers													
Management team	–	1	–	–	–	1	–	1	–	–	–	–	1
Education grant	–	–	–	–	–	–	1	1	–	1	1	–	2
Regional Training and Conference Centre	–	–	–	–	–	–	2	2	–	1	1	–	3
Transportation and Movements Integrated Control Centre	–	–	1	1	–	2	3	5	–	3	3	–	8
Subtotal	**–**	**1**	**1**	**1**	**–**	**3**	**6**	**9**	**–**	**5**	**5**	**–**	**14**
2012/13 approved transfers													
Finance	–	–	4	–	–	4	12	16	2	20	22	–	38
Human resources	–	–	3	1	1	5	17	22	3	17	20	3	45
Subtotal	**–**	**–**	**7**	**1**	**1**	**9**	**29**	**38**	**5**	**37**	**42**	**3**	**83**
2013/14 approved transfers													
Finance	–	1	1	1	–	3	–	3	–	–	–	1	4
Human resources	–	–	(2)	1	1	–	(3)	(3)	(3)	8	5	2	4
Logistics	–	–	–	–	–	–	–	–	–	1	1	–	1
Subtotal	**–**	**1**	**(1)**	**2**	**1**	**3**	**(3)**	**–**	**(3)**	**9**	**6**	**3**	**9**
2014/15 proposed post transfers													
Information technology	–	–	–	1	–	1	–	1	–	1	1	–	2
Subtotal	**–**	**–**	**–**	**1**	**–**	**1**	**–**	**1**	**–**	**1**	**1**	**–**	**2**

	International staff							**International staff subtotal**	*National staff*		**National staff subtotal**		
	D-1	*P-5*	*P-4*	*P-3*	*P-2/1*	***Subtotal***	*FS*		*NPO*	*NGS*		*UNV*	***Total***
2014/15 proposed nationalization of posts													
Human resources	–	–	–	–	–	–	(2)	(2)	–	2	2	–	–
Finance	–	–	–	–	–	–	(1)	(1)	–	1	1	–	–
Transportation and Movements Integrated Control Centre	–	–	–	–	–	–	(1)	(1)	–	1	1	–	–
Subtotal	–	–	–	–	–	–	**(4)**	**(4)**	–	**4**	**4**	–	–
Subtotal, UNMISS	–	**2**	**7**	**5**	**2**	**16**	**28**	**44**	**2**	**56**	**58**	**6**	**108**
UNSOA													
2013/14 approved transfers													
Finance	–	–	–	–	–	–	4	4	–	1	1	–	5
Human resources	–	–	–	–	–	–	–	–	–	2	2	–	2
Information technology	–	–	–	–	–	–	1	1	–	–	–	–	1
Subtotal	–	–	–	–	–	–	**5**	**5**	–	**3**	**3**	–	**8**
2014/15 proposed nationalization of posts													
Information technology	–	–	–	1	–	1	–	1	–	–	–	–	1
Subtotal	–	–	–	**1**	–	**1**	–	**1**	–	–	–	–	**1**
Subtotal, UNSOA	–	–	–	**1**	–	**1**	**5**	**6**	–	**3**	**3**	–	**9**
Total Regional Service Centre as at 30 June 2015	**2**	**5**	**16**	**21**	**4**	**48**	**122**	**170**	**3**	**151**	**154**	**23**	**347**

Abbreviations: FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteer.

D. Financial resources requirement

37. The proposed resource requirements for the Centre for the period from 1 July 2014 to 30 June 2015 are estimated at $44,164,600 (gross), reflecting an increase of $5,203,800 (13.4 per cent) compared to the resources approved for 2013/14.

Table B.8

Financial resources summary

(Thousands of United States dollars, rounded)

	1 July 2013 to 30 June 2014	1 July 2014 to 30 June 2015	Variance	
	Apportionment	*Cost estimates*	*Amount*	*Percentage*
Category	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Civilian personnel				
International staff	24 311.7	25 054.2	742.5	3.1
National staff	2 068.4	3 086.3	1 017.9	49.2
United Nations Volunteers	889.6	890.6	1.0	0.1
Subtotal	**27 269.7**	**29 031.1**	**1 761.4**	**6.5**
Operational costs				
Consultants	395.4	316.2	(79.2)	(20.0)
Official travel	223.3	167.0	(56.3)	(25.2)
Facilities and infrastructure	7 903.3	10 555.1	2 651.8	33.6
Ground transportation	179.6	208.2	28.6	15.9
Communications	1 340.9	1 407.2	66.3	4.9
Information technology	1 424.0	2 201.9	777.9	54.6
Medical	91.5	63.7	(27.8)	(30.4)
Other supplies services and equipment	133.1	214.2	81.1	60.9
Subtotal	**11 691.1**	**15 133.5**	**3 442.4**	**29.4**
Gross requirements	**38 960.8**	**44 164.6**	**5 203.8**	**13.4**
Staff assessment income	2 562.7	2 726.4	163.7	6.4
Net requirements	**36 398.1**	**41 438.2**	**5 040.1**	**13.8**
Total requirements	**38 960.8**	**44 164.6**	**5 203.8**	**13.4**

38. An explanation of variances for classes of expenditure with a variance of plus or minus 5 per cent or $100,000 is provided below (resource variance amounts are expressed in thousands of United States dollars).

	Variance	
International staff	$742.5	3.1%

39. The additional requirements are due to the proposed net increase of one international post and to an increase of the post adjustment multiplier for Entebbe from 32.2 per cent in January 2013 to 34.5 per cent in January 2014, partly offset by reduced requirements for common staff costs based on actual expenditure.

	Variance	
National staff	$1 017.9	49.2%

40. The additional requirements are due to an increase in the salary scales of national staff in Uganda by 18.5 per cent and 16.3 per cent for National General Service staff and National Professional Officers, respectively, effective 1 July 2013, to a lower budgeted vacancy rate of 5 per cent, based on actual incumbency, compared to a budgeted vacancy rate of 15 per cent for 2013/14, and to the proposed increase of 12 national posts.

	Variance	
United Nations Volunteers	$1.0	0.1%

41. The higher requirements are mainly due to a lower budgeted vacancy rate of 5 per cent, based on actual incumbency, compared to a budgeted vacancy rate of 10 per cent for 2013/14, and to the transfer of two additional United Nations Volunteer positions for information technology functions.

	Variance	
Consultants	($79.2)	(20.0%)

42. The lower requirements are due to reduced needs for consultants to address process improvements using the Lean Six Sigma methodology.

	Variance	
Official travel	($56.3)	(25.2%)

43. The reduced requirements are mainly attributable to the fact that no provision is made for travel to support the implementation of Umoja in the client missions.

	Variance	
Facilities and infrastructure	$2 651.8	33.6%

44. The additional requirements are mainly due to higher recurring costs for maintenance services, security services, utilities and office supplies, as well as additional furniture costs, resulting from the expected completion in 2014 of two new office buildings and the Technology Centre.

	Variance	
Ground transportation	$28.6	15.9%

45. The higher requirements are attributable to spare parts and petrol, oil and lubricants for five additional vehicles needed as a result of the increase of staff in the Centre.

	Variance	
Information technology	$777.9	54.6%

46. The increased requirements are mainly attributable to 16 additional contracted personnel needed for client service desk and other information technology projects, as well as supplies for the Technology Centre to be completed in 2014.

	Variance	
Medical	($27.8)	(30.4%)

47. The reduced requirements are due to an anticipated lower number of staff visiting the clinic, based on actual visits in 2012/13.

	Variance	
Other supplies services and equipment	$81.1	60.9%

48. The higher requirements are mainly attributable to training fees, supplies and services for the regional training centre as well as the costs of the individual contractors and parking fees for the centre's vehicles at the Entebbe airport, for which no provision was made in the budget for 2013/14.

49. Table B.9 summarizes the distribution of resource requirements by client mission.

Table B.9

Financial requirements distributed by mission for the financial period 2014/15

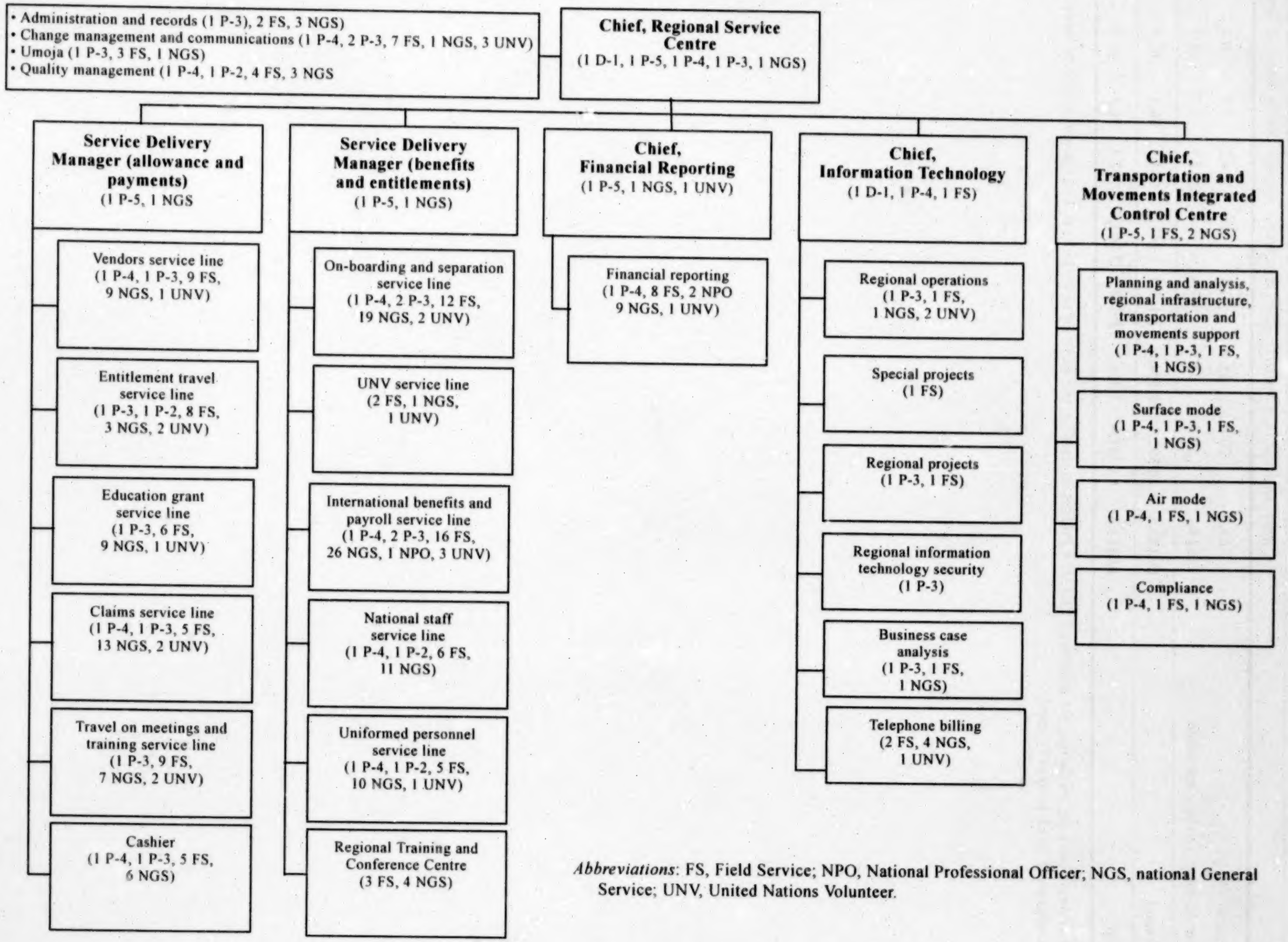
(Thousands of United States dollars)

	RSC	*MONUSCO*	*UNAMID*	*UNMISS*	*UNSOA*	*UNISFA*	*BNUB*	*BINUCA*	*UNSOM*
*** Approved budget (millions of United States dollars)**		1 453.4	1 335.2	924.4	435.8	293.2	16.7	20.2	16.9
2013/14 Regional Service Centre funding		32.3%	29.7%	20.6%	9.7%	6.5%	0.4%	0.4%	0.4%
Civilian personnel costs									
International staff	**25 054.2**	8 088.3	8 304.9	7 982.3	678.7	–	–	–	–
National staff	**3 086.3**	770.8	1 067.2	1 190.5	57.8	–	–	–	–
United Nations Volunteers	**890.6**	660.6	–	230.0	–	–	–	–	–
Subtotal	**29 031.1**	**9 519.7**	**9 372.1**	**9 402.8**	**736.5**	–	–	–	–
Operational costs									
Consultants	**316.2**	102.2	93.9	65.1	30.7	20.6	1.1	1.4	1.2
Official travel	**167.0**	54.0	49.6	34.3	16.2	10.9	0.7	0.6	0.7
Facilities and infrastructure	**10 555.1**	3 412.1	3 134.9	2 170.1	1 023.1	688.6	39.2	47.4	39.7
Ground transportation	**208.2**	67.3	61.8	43.0	20.2	13.7	0.7	0.8	0.7
Communications	**1 407.2**	454.9	417.9	289.4	136.4	91.7	5.3	6.3	5.3
Information technology	**2 201.9**	711.8	653.9	452.8	213.4	143.5	8.2	10.0	8.3

	RSC	*MONUSCO*	*UNAMID*	*UNMISS*	*UNSOA*	*UNISFA*	*BNUB*	*BINUCA*	*UNSOM*
Medical	**63.7**	20.6	18.9	13.1	6.2	4.2	0.2	0.3	0.2
Other supplies, services and others	**214.2**	69.2	63.7	44.1	20.8	13.9	0.7	1.1	0.7
Subtotal	**15 133.5**	**4 892.1**	**4 494.6**	**3 111.9**	**1 467.0**	**987.1**	**56.1**	**67.9**	**56.8**
Total	**44 164.6**	**14 411.8**	**13 866.7**	**12 514.7**	**2 203.5**	**987.1**	**56.1**	**67.9**	**56.8**

Note: For peacekeeping missions, the approved 2013/14 budget is used as the basis of distribution. For special political missions, the approved 2013 budget is used.

Organizational structure and breakdown of posts in the Regional Service Centre (2014/15)


• Administration and records (1 P-3), 2 FS, 3 NGS)
• Change management and communications (1 P-4, 2 P-3, 7 FS, 1 NGS, 3 UNV)
• Umoja (1 P-3, 3 FS, 1 NGS)
• Quality management (1 P-4, 1 P-2, 4 FS, 3 NGS
Chief, Regional Service Centre
(1 D-1, 1 P-5, 1 P-4, 1 P-3, 1 NGS)
Service Delivery Manager (allowance and payments)
(1 P-5, 1 NGS
Vendors service line
(1 P-4, 1 P-3, 9 FS, 9 NGS, 1 UNV)
Entitlement travel service line
(1 P-3, 1 P-2, 8 FS, 3 NGS, 2 UNV)
Education grant service line
(1 P-3, 6 FS, 9 NGS, 1 UNV)
Claims service line
(1 P-4, 1 P-3, 5 FS, 13 NGS, 2 UNV)
Travel on meetings and training service line
(1 P-3, 9 FS, 7 NGS, 2 UNV)
Cashier
(1 P-4, 1 P-3, 5 FS, 6 NGS)
Service Delivery Manager (benefits and entitlements)
(1 P-5, 1 NGS)
On-boarding and separation service line
(1 P-4, 2 P-3, 12 FS, 19 NGS, 2 UNV)
UNV service line
(2 FS, 1 NGS, 1 UNV)
International benefits and payroll service line
(1 P-4, 2 P-3, 16 FS, 26 NGS, 1 NPO, 3 UNV)
National staff service line
(1 P-4, 1 P-2, 6 FS, 11 NGS)
Uniformed personnel service line
(1 P-4, 1 P-2, 5 FS, 10 NGS, 1 UNV)
Regional Training and Conference Centre
(3 FS, 4 NGS)
Chief, Financial Reporting
(1 P-5, 1 NGS, 1 UNV)
Financial reporting
(1 P-4, 8 FS, 2 NPO 9 NGS, 1 UNV)
Chief, Information Technology
(1 D-1, 1 P-4, 1 FS)
Regional operations
(1 P-3, 1 FS, 1 NGS, 2 UNV)
Special projects
(1 FS)
Regional projects
(1 P-3, 1 FS)
Regional information technology security
(1 P-3)
Business case analysis
(1 P-3, 1 FS, 1 NGS)
Telephone billing
(2 FS, 4 NGS, 1 UNV)
Chief, Transportation and Movements Integrated Control Centre
(1 P-5, 1 FS, 2 NGS)
Planning and analysis, regional infrastructure, transportation and movements support
(1 P-4, 1 P-3, 1 FS, 1 NGS)
Surface mode
(1 P-4, 1 P-3, 1 FS, 1 NGS)
Air mode
(1 P-4, 1 FS, 1 NGS)
Compliance
(1 P-4, 1 FS, 1 NGS)

Abbreviations: FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteer.